

The Ebic banks bring strength and experience to your financial operations

Over the past 20 years, the Ebic banks have been co-operating with each other in order to offer services which are both innovative and dynamic to their national and international customers. Their expertise has benefited small, as well as large businesses, importers, exporters, international organisations, states and, indeed, governments.

Through their interbank co-operation, their international networks and their common investments, the Ebic banks can assist in a variety of financial operations. These include business loans, export financing, euroloans, foreign exchange risk coverage, eurocurrency issues, project financing, mergers and acquisitions and many others.

Specially created by the Ebic banks are a number of common investments in which either all or the majority of the member banks have important holdings. In Europe, for instance, there's European Banking Company SA Brussels and European Banking Company Limited in London which together, as the European Banking Group, wholly-owned by the seven

Amsterdam-Rotterdam Bank

Banca Commerciale Italiana

Creditanstalt-Bankverein

Deutsche Bank AG

Midland Bank plc

Société Générale de Banque Generale Bankmaatschappij

Société Générale

ebic
European Banks International

Europe's most experienced banking group

Ebic banks, offer specialised services throughout the world.

In the States, there's European American Bancorp (EAB) with subsidiaries in New York and their affiliates and branches in Bermuda, Cayman Islands, Chicago, Los Angeles and Nassau (Bahamas).

Then there's European Asian Bank (Eurasbank). Headquartered in Hamburg, it has branches in Bangkok, Bombay, Colombo, Hong Kong, Jakarta, Karachi, Kuala Lumpur, Lahore, Macau, Manila, Seoul, Singapore and Taipei.

Ebic banks also have important participations in European Arab Bank in Brussels, Cairo, Frankfurt, London and Manama (Bahrain), and in Euro-Pacific Finance Corporation in Brisbane, Melbourne and Sydney.

If you'd like to take advantage of our financial strength and experience, and would appreciate further details, then just send your business card, marked "Information on Ebic", to the Ebic Secretariat, 100 Boulevard du Souverain, B-1170 Brussels.

OVERSEAS NEWS

Ershad takes over Bangladesh presidency

By Sayed Kamaluddin in Dhaka

Lieut-Gen Hossain Mohammad Ershad, Bangladesh's military ruler, took over the country's Presidency yesterday, 20 months after proclaiming military rule.

It is believed he will now release the major opposition leaders who have been held in "protective custody" since the violent incidents of November 28 which led to the imposition of curfew and new clamp on political activities.

Normally returned to the country quickly, The Government relaxed curfew hours and Gen Ershad pledged again to hold elections as scheduled. He also offered to enter into dialogue with the opposition.

In fact, speculation suggests that he has already had discussions with the two main opposition leaders — Begum Khaleda Zia (the late President Zia's widow), leader of the seven-party Combine and the 15-party Alliance, Sheikh Hasina Wajed, daughter of the late Sheikh Mujibur Rahman and leader of the 15 per cent Alliance while they were under house arrest.

In an address to the nation last night, Gen Ershad said that he took over the Presidency's post so that he could confine himself to the process of restoring democracy in the country.

"I am inviting the leaders of the political parties in an open mind to enter into dialogue with me to expedite the transition from military rule to democracy."

Observers here believe that Gen Ershad has taken the country's top slot to accommodate the opposition's demand to hold elections prior to the presidential one and defuse a potentially dangerous situation.

Israel refuses to guarantee safe passage for Arafat from Tripoli

BY DAVID LENNON IN TEL AVIV

ISRAEL will not give any guarantee for the safe passage of Mr Yasser Arafat, the PLO chairman, and his supporters from Tripoli, a senior official said in Jerusalem yesterday after the weekly Cabinet meeting.

At the same time the official, Mr Dan Meridor, the Cabinet Secretary, would not say if Israel planned any action to prevent the evacuation of the PLO forces under international protection.

The Greek Government, which has offered to provide the ships to evacuate the PLO forces from Lebanon, asked Israel for an undertaking that its navy would not interfere with the evacuation. Mr Meridor refused to say specifically what had been Israel's response to this request.

Israel's policy, he said, was not to guarantee the safe passage of murderers, and it does not believe that the international community should do either.

The question of such guarantees arose after the shelling on Friday by the Israeli navy of a base beside Tripoli belonging to the pro-Arafat wing of the PLO. Officials in Jerusalem were quoted later as saying that this attack "should not be viewed as an effort to prevent Arafat from leaving Tripoli."

Israel is apparently happy to keep Mr Arafat guessing about its intentions, as it sees no reason why it should ease the pressure on him or his followers who last week claimed responsibility for the bomb explosion on a bus in Jerusalem which killed five people.

Patrick Cockburn in Beirut writes: Efforts to reopen Beirut airport and reestablish the ceasefire faltered yesterday when the ceasefire committee failed to meet because of a boycott by one of its members. It had been hoped that the airport, which has been closed for 11 days, would open today.

Members of the Amal Shih militia group said they would not attend the ceasefire meeting because Moslems were being kidnapped on the coastal road.

Further south the security situation behind Israeli lines continued to deteriorate yesterday when Israeli troops shot five demonstrators in the legs.

Bahrain offshore role 'dwindling'

BY MARY FRINGS IN BAHRAIN

THERE WAS little comfort for Bahrain offshore bankers from the Saudi Arabian monetary agency (Sama) yesterday, despite a statement by Mr Mohamed Abul Khash, the Saudi Finance Minister that the offshore banks were a source of strength for the region "and none of us wish to disturb their presence here."

Speaking at a two-day conference on banking issues in the context of the Gulf Co-operation Council (GCC) Sheikh Hamad al Sayari, the acting governor of Sama, predicted a dwindling role for international banks in the market, although he told them to use their imagination in finding new ways of serving Saudi clients.

He said the January 15 Sama circular placing restrictions on syndicated lending in Saudi rials (SR) had been issued first to restrain the growing internationalisation of the currency and second to stimulate the domestic corporate banking capabilities of the Saudi banks.

"To permit the use of the SR for third country transactions or to encourage its use as a reserve currency or trading currency is against our policy," he said, adding that the growth of the private sector meant that important banking decisions were being taken outside the country.

"That, in turn, meant that Saudi banks were not taking the trouble to develop their credit departments and were sitting back and letting the OBU's (Offshore Banking Units) take the risk for them."

Sheikh Hamad said he was sure there was enough international business carried out in co-operation with domestic banks to provide a living for the OBU's. But he forecast that eventually such business would be mainly in international currencies. At present, a quarter of the 77 Bahraini OBU's total liabilities of around \$57bn are in regional currencies, dominated by the Saudi rial.

Sheikh Hamad expressed satisfaction with the growing tendency towards more formal banking regulation "even in countries which had had a very informal approach," and rejected criticism of Sama's conservative supervisory policies. "We have not waited for a banking crisis to react to," he pointed out. "We have believed in taking preventive measures from the outset."

Mr Khalil highlighted the need to tap domestic and offshore resources to increase the GCC development. "The large petrochemical project in the

GCC will prove to be a focal point for the mobilisation of private capital," he said.

"When new downstream ventures take shape there will be a role for the commercial banks, including the offshore banks. Here in Bahrain we have the foreign banks within the GCC. We can benefit from the professional experience and advice of the foreign banking community in the area."

From the Bahraini side Mr Ibrahim Abdul Karim, the Finance Minister, gave an overview of the international economic situation and its repercussions in the Gulf. He said Bahrain's economy had suffered from the decline in oil revenues and growth in real GDP would probably be under 5 per cent this year, compared with 6 per cent last year and 9 per cent in 1981.

The governor of the Bahrain Monetary Agency, Mr Abdulatif, said the implementation of the GCC policy did not mean that there would be a smaller place in Bahrain for foreign banks.

"Fair competition is something we in Bahrain greatly value and it would be completely contrary to our market philosophy to seek to exclude foreign banks. The international nature of Bahrain must be preserved and we shall always act with this in mind."

CONTRACTS & TENDERS

NOTICE TO CONTRACTORS

NATIONAL ELECTRIC POWER AUTHORITY OF NIGERIA 132KV SUBSTATION PROJECT No. 25054 FOR MAKERI INDUSTRIAL (JOS), TALATA MAFARA, SOKOTO, GUSAU AND BIRNIN KEBBI SUBSTATIONS

The National Electric Power Authority of Nigeria intends to construct new substations at Talata Mafara and Makari and modify and extend the remainder of the stations listed above. This will involve design, manufacture, supply and erection of 132 kV and 33 kV outdoor and indoor switchgear, 11 kV indoor and outdoor switchgear, together with construction of the necessary civil engineering works. Tenders will be accepted only from manufacturers of 132 kV and 33 kV switchgear as a minimum requirement.

Tender documents will be available on 19th December 1983 from: Omo Uwa & Partners, 23 Commonwealth Avenue, Palm Grove Estate, PMB 21308, Ikeja, Lagos, Nigeria. Tel: 547775. Telex: 20117 (NET TDS) NG TDS 100.

A set of documents will consist of three copies: two completed copies and one to be delivered by hand or registered post by noon Nigerian time on 19th March 1984, to:

THE DIRECTOR OF PURCHASING DEPARTMENT
NATIONAL ELECTRIC POWER AUTHORITY
PMB 12330, 24/25 MARINA, LAGOS, NIGERIA

COMPANY NOTICE



BEARER DEPOSITARY RECEIPTS

On 13 October 1983, the Ford Motor Company declared a 3-for-2 STOCK SPLIT in the form of a 50 per cent STOCK DIVIDEND on the Capital Stock of the Company to Stockholders of Record 1 November 1983.

B.D.R.'s representing UNITS of 1/20th of a full common share in the denominations of 1; 5; 10; 50; 100; and 500 will be available for distribution about 14 DECEMBER 1983.

The Board of Directors also declared a CASH DIVIDEND of 45 cents (gross) per share, on the Company's Common Stock outstanding prior to the STOCK DIVIDEND. Accordingly, in respect of the Bearer Depositary Receipts the following distribution will become payable on or after 14 DECEMBER 1983.

Gross Distribution per Unit	2.2500 cents
Less 15% U.S.A. Withholding Tax	0.3375 cents
	1.9125 cents
Converted at 1.4625	= £0.01307692

Claims should be lodged with the DEPOSITARY: National Westminster Bank PLC, Stock Office Services, 3rd Floor, 20 Old Broad Street, London EC2N 1EJ.

In addition to the usual form for claiming cash, a special form exists for claiming stock. Both forms should be completed and are obtainable from the above address.

United Kingdom Banks and Members of the Stock Exchange should mark payment of the "STOCK AND CASH" dividends in the appropriate square on the back of the certificate.

All other claimants must complete the special forms and present these at the above address together with the certificate(s) for marking by the National Westminster Bank PLC. Postal applications cannot be accepted.

International Bid Notice

for Lot-Trans of Ashmagan 2 x 150 MW Steam Power Plant Comilla, Bangladesh

Bangladesh Power Development Board has obtained financing from the Kuwait Fund for Arab Economic Development (KFAED) and Organisation of Petroleum Exporting Countries (OPEC) for the construction of Ashmagan-200 MW steam power plant. The project will be in accordance with the guidelines of the financing institutions.

Bangladesh Power Development Board invites experienced firms to tender for the manufacturing, supply, installation and commissioning of high voltage sub-station and 200 KV Ashmagan-200 MW steam power plant. Firms wishing to tender for the lot should apply for tender documents to be supplied by the Board at the following address: Mr. Abdulatif, Secretary, Bangladesh Power Development Board, Dhaka-2, Bangladesh. Tel: 55171. Telex: 20117 (NET TDS) NG TDS 100.

The application should be accompanied by bank draft/pay order of US\$500 or Taka 13,000 as a fee for the tender documents which is not refundable and the same is to be drawn in favour of Bangladesh Power Development Board.

Sealed complete tender in two separate envelopes and for technical proposal and other for financial offer shall be submitted to:

THE SECRETARY
BANGLADESH POWER DEVELOPMENT BOARD
Wapda Building, Motijheel, Dhaka-2, Bangladesh
Telex: 55171 BPD BJ

Not later than 15 February 1984 12.00 noon. The bids will be opened on the same day at 2.00 pm in presence of the bidders, if any.

Tenders should obtain the document and submit their offer in person.

COMPANY NOTICES

COMISION FEDERAL DE ELECTRICIDAD (CFE)

8% 1972/1987
U.S.\$20,000,000

On November 25, 1983, Bonds for the amount of U.S.\$20,000,000 have been placed for redemption in the presence of the Mexican Public.

The Bonds will be redeemed on the date of the private sector in the amount of U.S.\$20,000,000.

Amount authorized: U.S.\$20,000,000.

THE TRUSTEE
FINHTRUST S.A.

Luxembourg.
December 12, 1983.

CITY OF LIMA FINANCIAL COUNCIL OF LIMA

5% FIRST MORTGAGE BONDS 1981

NOTICE: HREVEY GIVEN that for the sinking fund of the above bonds for January 1984, Bonds for an original amount of \$5,700,000 have been placed for redemption in the presence of the private sector in the amount of U.S.\$5,700,000.

The following are the names of the bondholders who have been placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

CREDIT D'EQUIPEMENT DES PETITES ET MOYENNES ENTREPRISES

Bond issue of US\$250,000,000

Flotting Rate Notes 1982/1992

The rate of interest applicable to the interest period from December 12 1983 up to June 12 1984 as determined by the reference agent's 10% per cent per annum (nominal) US\$250.10 per note of US\$100,000.

PROVINCE OF MANITOBA

91% 1975/1985

U.A. 30,000,000

NOTICE: HREVEY GIVEN to bondholders that, during the prepayment period, the Province of Manitoba has been authorized to redeem the bonds mentioned in the notice of redemption on or after December 12, 1983.

The following are the names of the bondholders who have been placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

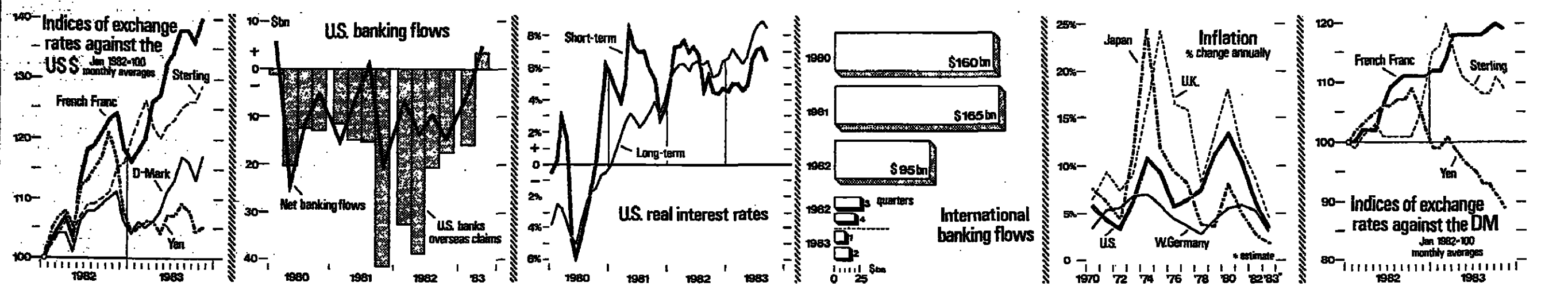
Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

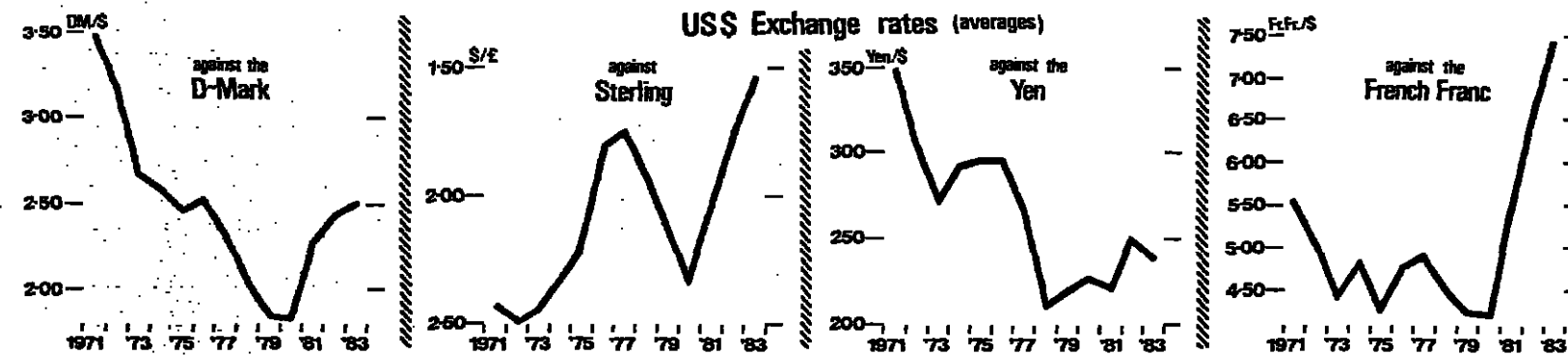
Bonds placed for redemption on 13 January 1984:

Bonds placed for redemption on 13 January 1984:

STATISTICAL TRENDS: CURRENCIES



Dollar gains strength from collapse of international bank lending



THE U.S. dollar has gone from strength to strength in 1983 against the background of a continuous deterioration in the U.S. current account balance, leading to an estimated \$35bn deficit in 1983. Interest rates remained stable but high, providing some support for the dollar. However there was a substantial reduction in net inflows to U.S. financial assets in the second quarter: purchases of U.S. equities

fell, while American investors increased their purchases of overseas securities. The strength of the dollar therefore seems to be based on the collapse of international bank lending and the reduction in liquidity of the dollar. The slow growth in lending contributed to the shortage of dollars in the foreign exchange markets, helping to keep the dollar high. Overseas lending by U.S.

banks moved from \$16bn in the first quarter to a net repayment of loans amounting to \$3.4bn in the second quarter.

Over the past two years only the yen among the world's major trading currencies has held its position against the dollar.

Exchange rates are a key variable in international competitiveness, and a measure of the change in competitiveness can be derived by adjusting exchange rates for relative price changes. On this basis, the competitive position of the dollar at the end of October this year was similar in real terms to that of the pound sterling and the yen, when compared with an average of the years 1973-77. But the dollar was about 30 per cent less competitive against the Deutschmark than in those years. The West German currency has also improved in

INTEREST RATE DIFFERENTIALS

U.S. — OTHER COUNTRY	UK	GERMANY	JAPAN
1977	0.34	3.24	0.95
78	-1.93	6.87	5.53
79	-2.2	5.08	5.88
80	2.85	7.40	7.80
81	-2.91	2.28	6.48
82	-1.69	2.61	2.91
83†	-0.2	3.56	2.74

† Latest available. Source: Morgan Guaranty

competitiveness against the pound and the yen compared to its average 1973-77 level. This makes for significant gains to West German exporters.

Although the U.S. is heading for a record current account deficit, while Japan looks forward to a record surplus, the outlook for both economies is for sustained real growth in 1984. Inflation in the advanced industrialised economies remains under control, while expansion in the OECD economies should lead

to export growth in the Less Developed Countries (LDCs), leading to a reduction in their debt burden.

Interest rates, though stable in nominal terms, have risen in real terms over the past two years due to falls in the rate of inflation. Interest rate differentials remain in the U.S.'s favour.

To international investors in the main equity markets Japan has offered the best opportunities in 1983 with the combination of strong local growth and a strong yen.

International bank lending could be set to resume in 1984, although it is very unlikely to increase at the rate of 1976-81. This resumption of lending should ease the pressure on the LDCs to some extent. It is also likely to lead to a fall in the dollar. Any action to raise interest rates to counteract this would quickly cancel out gains to the LDCs from renewed growth in the OECD area.

Portfolio Investment U.S.A.

	1980	1981	1982	1983	Q1	Q2
INFLOW: Equities	-4.2	5.1	3.6	11.5	6.9	
Other	3.8	5.1	3.5	12.1	14.7	
OUTFLOW: Equities	-2.3	-0.2	-1.4	-4.0	-7.4	
Other	-1.2	-5.5	-6.6	-3.2	-5.5	
Net foreign official purchases of U.S. Govt. Securities	11.9	6.3	5.1	10.6	7.4	

Source: Wood McKenzie

Long Term Capital Flows

\$bn annual rate	1981	1982	Q1	1983	Q2
U.S.A.: Portfolio	4.5	5.2	16.4	8.7	
Direct	12.3	13.4	8.1	3.7	
JAPAN: Portfolio	2.34	0.27	2.22	-2.78	
Direct	-4.71	-4.10	-3.75	-3.82	
Germany: Portfolio	-2.59	-3.66	-3.84	-2.24	
Direct	-3.28	-2.31	-3.61	-1.38	
UK: Portfolio	-7.57	-10.12	-9.49	-3.83	
Direct	-7.48	-2.61	1.43	1.62	

Source: Wood McKenzie

Current Account Balances

	U.S.A.	UK	GERMANY	FRANCE	JAPAN
1976	4.4	-1.6	3.9	-3.4	3.7
1977	-14.1	-0.04	4.1	-0.4	10.9
1978	-14.8	1.9	9.0	7.0	16.5
1979	-9.5	-1.8	8.1	5.2	-8.7
1980	1.5	6.8	-15.7	-4.2	-10.7
1981	13.3	-6.4	-7.3	4.3	4.3
1982	-11.2	9.3	3.3	-12.0	6.9
1983*	-35.0	1.1	4.0	-6.0	20.0

* Estimate

Real GNP Growth

	U.S.A.	UK	W. GERMANY	FRANCE	JAPAN
1976	4.9	3.8	5.4	5.2	5.3
1977	5.2	1.3	3.1	3.1	5.3
1978	4.7	3.7	3.1	3.8	5.0
1979	2.4	1.6	4.1	3.3	5.1
1980	-5.3	-2.0	1.5	1.1	4.9
1981	2.3	-2.0	0.2	0.2	4.0
1982	-1.9	1.8	-1.1	2.0	3.0
1983*	3.4	2.6	1.1	0.1	3.1

* Estimate

Commentary by Our Economics Staff; data analysis by Financial Times Statistics Unit; charts and graphs by Financial Times Charts Department.

Interest Rates

	U.S.	UK	GERMANY	JAPAN
1976	4.75	14.38	4.80	6.75
77	8.84	6.50	3.60	5.89
78	10.57	12.50	3.70	4.84
79	11.50	12.00	8.70	5.01
80	17.50	14.75	10.20	9.80
81	12.75	15.68	10.50	6.30
82	8.81	10.50	6.20	6.80
83†	9.36	9.58	5.80	6.62

* Bond equivalent yields on major short term money market instruments. † Latest available. Source: Morgan Guaranty, IMF

% Return on Equities

	U.S.A.	UK	JAPAN	GERMANY
Investing from 1976 to 1983	27.0	10.7	51.0	68.3
U.S.A.	42.4	24.2	69.3	68.3
Japan	7.3	-6.4	27.8	25.4
Germany	30.8	13.8	63.2	52.5

* Includes exchange rate gain or loss. Source: Wood McKenzie

Money Supply % Change

	1976/77	1979	1980	1981	1982	1983*
U.S.A.	7.6	7.4	7.3	5.0	8.5	9.2
U.S.A.	11.4	3.0	-2.0	10.0	5.7	4.9
Japan	15.8	8.6	7.3	8.1	10.8	8.0
Germany	9.8	3.9	4.2	-0.8	6.8	10.5

* Estimate Source: IMF, Simon & Coates

Trade Weighted Indices

	U.S.	UK	GERMANY	JAPAN
1976	105.0	80.7	111.6	106.3
77	99.0	86.8	119.5	125.4
78	91.8	82.5	125.4	148.2
79	83.5	89.9	131.6	118.9
80	85.1	101.6	122.3	144.6
81	107.2	90.9	122.3	145.1
82	116.1	91.0	123.0	133.7
Q2	120.5	91.3	125.0	132.6
Q3	123.5	91.5	125.1	127.9
Q4	118.6	86.3	125.9	143.9
83 Q1	122.7	79.5	131.1	146.1
Q2	124.8	84.3	128.1	147.1
Q3	128.7	82.9	128.3	153.0

Source: FT

CHANGE IT WITH BARCLAYS BANK.

More than anything else in international trade, foreign exchange is a fundamentally simple business made complicated.

The result, all too often, is a succession of time-consuming problems.

At Barclays Bank, we remember that what you want is an efficient service—and we've geared our organisation to that end.

Barclays is the biggest foreign exchange dealer in London—the world's biggest foreign exchange market.

While around the world, Barclays can offer you

the services of a further nineteen dealing rooms—in such key business centres as Paris, Zurich, Bahrain, Singapore, Hong Kong, Tokyo, New York and San Francisco.

TIME IS MONEY

The scale of our foreign exchange dealings ensures a consistently competitive quote and, just as importantly, a speedy transaction.

It means a range of currencies—including exotics—that few other banks can match.

It means that Barclays will be happy to quote

even when stormy market conditions send other dealers running for cover.

And, of course, it means that Barclays has the resources, any time and anywhere, to handle even the very largest deals.

THE FLEXIBLE APPROACH

There's one more good reason to choose Barclays: you'll find no bank that has a more flexible and innovative attitude.



So you can depend on Barclays experts to know enough about the market, and enough about your business, to suggest any new approaches that could be worth your while—such as multi-currency borrowings, or forward rather than spot transactions.

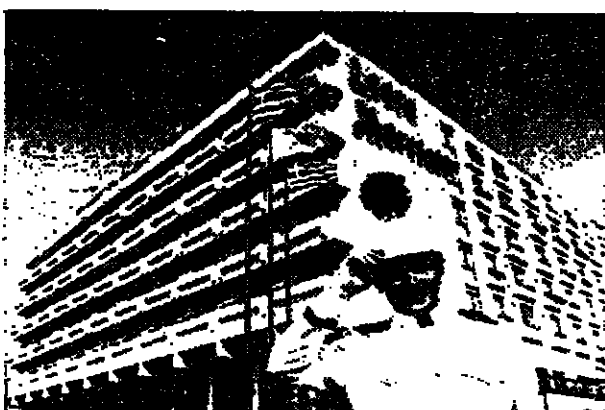
Take the first step, and get in touch with your nearest Barclays branch.

You will discover a foreign exchange service that is, we believe, simply unique.

Not to mention uniquely simple.

BASE LENDING RATES

A.B.N. Bank	9 1/2	Heritable & Gen. Trust	9 1/2
Allied Irish Bank	9 1/2	Hill Samuel	9 1/2
Amro Bank	9 1/2	C. Moore & Co.	9 1/2
Henry Ansbacher	9 1/2	Hongkong & Shanghai	9 1/2
Arbutnot Latham	9 1/2	Kingsnorth Trust Ltd.	10
Armen Trust Ltd.	9 1/2	Knowles & Co. Ltd.	9 1/2
Associates Cap. Corp.	9 1/2	Lloyds Bank	9 1/2
Banco de Bilbao	9 1/2	Mallinhal Limited	9 1/2
Bank Hapoalim BM	9 1/2	Edward Manson & Co.	10
BCCI	9 1/2	Midland Bank	9 1/2
Bank of Ireland	9 1/2	Mehra & Sons Ltd.	9 1/2
Bank Leumi (UK) plc	9 1/2	R. Raphael & Sons	9 1/2
Bank of Cyprus	9 1/2	Morgan Grenfell	9 1/2
Bank of Scotland	9 1/2	National Bk. of Kuwait	9 1/2
Banque Belge Ltd.	9 1/2	National Girobank	9 1/2
Banque du Rhone	9 1/2	Norwich Gen. Tst.	9 1/2
Barclays Bank	9 1/2	P. S. Refson & Co.	9 1/2
Benedict Trust Ltd.	9 1/2	Roxburgh Guarantee	9 1/2
Brenar Holdings Ltd.	9 1/2	Royal Trust Co. Canada	9 1/2
Brit. Bank of Mid. East	9 1/2	Standard Chartered	9 1/2
Brown Shipley	9 1/2	Trade Dev. Bank	9 1/2
CL Bank Nederland	9 1/2	TCB	9 1/2
Canada Perm. Trust	9 1/2	Trustee Savings Bank	9 1/2
Castle Court Trust Ltd.	9 1/2	United Bank of Kuwait	9 1/2
Cayzer Ltd.	9 1/2	United Mizrahi Bank	9 1/2
Cedar Holdings	9 1/2	Westpac Banking Corp.	9 1/2
Charterhouse Japhet	9 1/2	Whiteaway Laidlaw	9 1/2
Choularton	9 1/2	Williams & Glyn's	9 1/2
Citibank Savings	10 1/2	Wintrust Secs. Ltd.	9 1/2
Clydesdale Bank	9 1/2	Yorkshire Bank	9 1/2
C. E. Coates	9 1/2	Members of the Accepting Houses Committee	9 1/2
Comm. Bk. of N. East	9 1/2	7-day deposits 5 1/2%, 1-month 5 3/4%, 3-month 6%, 6-month 6 1/2%, 12-month 6 3/4%	9 1/2
Consolidated Credits	9 1/2	7-day deposits on sums of: under £10,000 5 1/2%, £10,000 up to £50,000 6%, £50,000 and over 7 1/2%	9 1/2
Co-operative Bank	9 1/2	Call deposits £1,000 and over 5 1/2%, 7-day deposits over £1,000 6 1/2%, Demand deposits 5 1/2%	9 1/2
The Cyprus Popular Bk.	9 1/2	Mortgage base rate	9 1/2
Dunbar & Co. Ltd.	9 1/2	8 1/2% Effective annual rate	9 1/2
E. T. Trust	9 1/2		9 1/2
Exeter Trust Ltd.	10 1/2		9 1/2
First Nat. Fin. Corp.	11 1/2		9 1/2
First Nat. Secs. Ltd.	10 1/2		9 1/2
Robert Fraser	9 1/2		9 1/2
Grindlays Bank	9 1/2		9 1/2
Guinness Mahon	9 1/2		9 1/2
Hambros Bank	9 1/2		9 1/2



Make the Athens Marriott Hotel your business centre in Greece.

Athens Marriott Hotel is now open and has been designed to cater for all the needs of business travellers - our rooms and suites are 5-star standard as is the service which ensures you a trouble-free stay.

You can entertain in prestigious surroundings, and of course we have the facilities to enable you to carry on business while you are away from home. We have in-house TV monitors, a full swimming pool and a whirlpool. Magnificent views of the Acropolis.

Everything that can be done to ensure the success of your business trip will be done.

In addition to Athens, there are other superb Marriott Hotels in Amman, Amsterdam, Cairo, Jordan, London, Kuwait and Riyadh, plus over 100 Marriott Hotels world-wide.

For reservations, United States 800 428 9294, Amsterdam 020 411 91 12, Frankfurt 0611 28 74 92, Hamburg 04104 55 55 26, London 01 535 5511, Munich 089 38 20 94, or Travel Agent of your nearest Marriott Hotel.

Ledra Marriott Hotel Athens

Japan may stop visit by Invincible

By Jurek Martin in Tokyo

MR YASUHIRO NAKASONE, the Japanese Prime Minister, has said that he requires assurances from Britain that its aircraft carrier, the *Invincible*, is not carrying nuclear weapons before allowing the ship to visit Japan next year.

Mr Nakasone emphasised yesterday that Japan's three non-nuclear principles, which do not permit the manufacture, use, or introduction of nuclear weapons into the country, would have to be satisfied.

The news of a possible visit by the *Invincible*, which was denied dry dock facilities in Sydney by the Australian Government last week because similar assurances on its weaponry were not forthcoming, constitutes a potential embarrassment to Mr Nakasone in the last week of the Japanese general election campaign.

The Prime Minister has been frequently criticised by the Opposition and elements within his own party for allegedly being too willing to promote a renaissance of Japanese military power and for seeking to move Japan closer to the Nato orbit.

The local Press, quoting Japanese Defence Agency sources, reported over the weekend that the *Invincible* was expected to visit this country in February. While refusing to confirm or deny the date, the British Embassy here said last night that a request for permission for what was described as "a goodwill visit" had already been lodged with the Foreign Ministry.

However, Embassy officials stated that the timing of any visit was unrelated to the *Invincible's* current mechanical difficulties which resulted in the request to use dry dock facilities in Sydney.

Our Foreign Staff adds: The Ministry of Defence in London said that Britain's ship-ship Far East task group, of which *Invincible* is the flagship, would be sailing in the Pacific until early next year, and "no firm decision" had been made on future ports of call. He said it was the Ministry's policy neither to confirm nor deny the presence of nuclear weapons aboard its ships.

Walesa in Nobel call for dialogue

BY OUR OSLO CORRESPONDENT

MR LECH WALESIA, the leader of Poland's Solidarity union and winner of this year's Nobel peace prize, said in a speech read here yesterday in his absence that "the difficult problems which Poland is now facing can be resolved only through a real dialogue between state authorities and the people."

Mr Walesa did not travel from Poland to attend the award ceremony: in the speech he said: "Poland will prove to the world that even the most complex situations can be solved by a dialogue and not by force." He added that "we are ready for the dialogue."

Respect for civil and human rights in Poland and for the national identity of the country is "in the best interests of all Europe," he said.

"A permanent economic crisis in Poland could have serious repercussions for Europe," he said. "Thus, Poland ought to be helped and deserves help."

The peace prize was handed over on Saturday to Mr Walesa's wife, Danuta. She arrived on Friday with their son, Bogdan, and was due to return home today. On Saturday morning, Mrs Walesa went to the Royal Castle for a short meeting with King Olav.

At the airport and wherever else she appeared in public, Mrs Walesa was followed by a horde of journalists and was warmly applauded by onlookers, among them several exiled Poles.

Before handing over the prize, the chairman of the Norwegian Nobel committee, Mr Egil Aarvik, said that the campaign for human rights necessarily is "an inseparable part of the struggle for peace." Mr Aarvik said that the committee had evaluated Mr Walesa's contribution as "being of essential importance in the campaign to establish the universal freedom of organisation in all countries."

He found it remarkable that "working people's elementary rights" can be denied, irrespective of which ideology or economic system they live under.

The seat intended for Mr Walesa was left empty during the ceremony. "Let us, therefore, try even harder to listen to the silent speech from his empty place," Mr Aarvik said. Christopher Bohinski adds from Warsaw: Mr Walesa attended a church service for Poland's Nobel prize-winners on Saturday and another well-attended mass yesterday.

Mr Mieczyslaw Rakowski, the Polish Government's deputy Premier, said on Saturday at the Gdansk Lenin shipyard that Mr Walesa and the Solidarity leadership do not have the answer to the country's problems.

Coming shortly before the second anniversary of the introduction of martial

law and Friday's anniversary of deaths in Gdansk in 1970 riots against food price rises, Mr Rakowski accused the Solidarity leadership of exploiting these anniversaries for their own ends.

Mr Walesa met Mr John Davies, the U.S. charge d'affaires on Saturday to discuss his appeal for an end to sanctions: on Friday Mr Walesa intends to make a major speech and the underground has called for demonstrations.

In the resulting war of nerves the Government media have stepped up reports of underground activists in major cities like Gdansk and Katowice while police patrols on the streets have also been strengthened.

Mr Rakowski said that Solidarity leaders "want to convince themselves and their countrymen that they still mean something and to give imperialism a lesson in the fact that Poland is still a country of unrest."

Bush dashes hopes for Ortega talks

MR GEORGE BUSH, the U.S. vice-President, left Buenos Aires yesterday having dashed expectations that he would use the opportunity of Sr. Raul Alfonsín's inauguration for a meeting with Sr. Daniel Ortega, the Nicaraguan leader, Jimmy Burns writes from Buenos Aires.

Mr Bush told a late night Press conference on Saturday that he had simply said "hello" to Sr. Ortega during a morning reception, hosted by Sr. Alfonsín, but denied there had been any bilateral meeting.

However, intense diplomatic efforts aimed at bringing the U.S. and Nicaragua closer to a settlement in Central America were continuing here yesterday with the participation of Costa Rica, several European leaders led by Sr. Felipe Gonzalez, Prime Minister of Spain, and officials of the Panamanian, Mexican, Venezuelan and Colombian delegations which make up the Contadora grouping.

There were unconfirmed reports yesterday that members of Mr Bush's delegation including Mr Richard Stone, the U.S. Central American envoy, and Mr Anthony Motely, the Under-Secretary of State for Latin American Affairs, may have stayed behind in Buenos Aires for a series of informal contacts with the Nicaraguan delegation.

Islamic conference deadlock on Gulf war

Muslim foreign ministers yesterday decided to refer a heated dispute over the Iran-Iraq war to an Islamic summit in Morocco next month, after an all-night sitting failed to break a deadlock over the three-year-old conflict, Reuters reports from Dhaka, Bangladesh.

The 14th Foreign Ministers' meeting of the Islamic Conference organisation concluded 12 hours behind schedule, after strenuous exchanges about a resolution on the Gulf war.

Greek official steps down over Cyprus

For

Negotiations for Botha meeting with Machel

By Bernard Simon in Johannesburg

NEGOTIATIONS are taking place to arrange a meeting between Mr P. W. Botha, the South African Prime Minister, and Mr Samora Machel, the President of Mozambique, according to the South African Foreign Minister Mr P. K. Botha, who returned from a visit to several European countries over the weekend.

Mr P. K. Botha said in an interview with a local newspaper that "we are in a process of negotiations. It is progressing step by step, but each step has to be carefully laid."

Should a meeting take place, discussions are likely to centre on South African support for Right-wing rebels inside Mozambique, Pretoria's complaints of Mozambican assistance to black nationalist guerrillas, economic ties between the two countries and obstacles to a settlement in Namibia.

Mr Botha said that, following his discussions in Europe, he will be submitting various unspecified proposals on Namibia to the Prime Minister. He reiterated, however, South Africa's insistence that any settlement be linked to the withdrawal of Cuban troops from Angola.

Top feminist group backs Mondale for President

BY STEWART FLEMING IN WASHINGTON

MR WALTER MONDALE has won the support of the National Organisation for Women (NOW) for his campaign for President of the U.S.

The decision by the leading feminist group in the country strengthens Mr Mondale's position as front-runner for the Democratic Party's nomination as its presidential candidate. It is the first time in its 17-year history that NOW has endorsed a candidate for the Presidency.

It also starkly underlines the problems which President Ronald Reagan is having in mustering support among women voters who are often more critical than men of the President's hard-line foreign policy.

The polls also show that they are generally less supportive than men of the President's efforts to chip away at Government spending by reducing social programmes.

The NOW endorsement adds to an impressive list of organisations which have come out in favour of the former Vice-President, putting him ahead of his principal rival for the Democratic Presidential nomination, Senator John Glenn. The list includes such traditional Democratic bastions as the AFL-CIO,

organised labour's umbrella organisation.

Both NOW and the AFL-CIO have extensive nationwide organisations of activists and officials who can be galvanised into action to motivate voters in support of their candidate.

Over the weekend, Mr Mondale also secured the support of the black wing of the State of Alabama's Democratic Party. The real significance of this decision, however, lay in the fact that the group decided not to endorse Mr Mondale's black rival for the Presidency, Mr Jesse Jackson, as its candidate.

Indeed, it agreed as a compromise to endorse Mr Jackson as Mr Mondale's Vice-Presidential running-mate. The move suggests that in the South, at least, Mr Mondale may have less to fear from Mr Jackson's decision to run against him for the Democratic nomination.

The decision by NOW to endorse Mr Mondale does not guarantee Mr Mondale's overwhelming support from women. The feminist organisation is seen by many rival women's groups as too radical on some issues, and, assuming he runs for President again, as now seems likely, Mr Reagan will attempt to exploit these divisions.

U.S. troops may quit Grenada soon

By Stewart Fleming in Washington

PRESIDENT Ronald Reagan seems likely to achieve the politically important goal of bringing most U.S. troops home from Grenada before Christmas.

The White House announced over the weekend that more than 2,000 U.S. military personnel — the bulk of the force which invaded the island in October — will be leaving by Thursday of this week.

It added, however, that some 300 U.S. military police and technicians who are operating under the banner of the Organisation for East Caribbean States will remain to provide security assistance for the Governor-General, Sir Paul Scoon, who has the task of reconstituting the Government.

Hugh O'Shaughnessy adds in St George's, capital of Grenada, several streets are draped with banners asking U.S. forces to stay, praising the Reagan Administration, and criticising Britain's Prime Minister, Margaret Thatcher.

In recent days, the busi community and political groups have been asking for support from the U.S. for the mission to restore order.

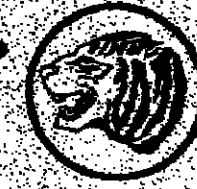


MALAYAN BANKING GROUP MALAYSIA'S LARGEST BANKING GROUP IS NOW AT:

74 COLEMAN STREET
LONDON EC2R 5BN
GENERAL LINE: TEL 6389328
MANAGER: TEL 6380561
TELEX: 888586 MBBLDNG

The Tiger, a symbol of all that represents strength, security and protection. The symbol that represents Malayan Banking, Malaysia's largest banking group.

Everytime the Tiger moves, it's for the better. Now our Tiger in London is at new and bigger premises. With a commitment to give you even better service than before.



MALAYAN BANKING GROUP
Malaysia's Largest Banking Group.

• Comprising commercial and merchant banks, finance, leasing and insurance companies.
• Total assets exceeding M\$14.1 billion. • Largest network with over 170 branches in Malaysia, Singapore, Hong Kong, London, Hamburg and Brunei. • Over 1.5 million account holders.

WORLD TRADE NEWS

Andrew Fisher sees no solution to one crucial imports question this year

EEC and Canada clash over newsprint

A TOUGH battle is being fought between the EEC and Canada over future levels of newsprint imports. The Community once again has full duty-free access from next year.

Talks between the two sides, with the Canadian newsprint producers watching anxiously from the sidelines, have dragged on for several years, but have so far failed to bring a solution.

EEC countries use more than 4m tonnes of newsprint a year, of which Canada has been providing around 700,000 tonnes duty-free. But EEC proposals now on the table could cut this by over 200,000 tonnes.

The Canadian Government has been arguing its case strenuously and has hinted that retaliation could occur if its EEC markets are cut back to accommodate the Scandinavians, as well as rising EEC newsprint production.

The last talks in Brussels be-

tween the two sides, just over a week ago, ended with no agreement. Now, said one official in Ottawa, "we shall have to sit back and wait." Certainly, there will be no solution by the start of 1984.

Newsprint exports to the EEC are worth some \$350m (£233m) to the Canadian industry each year. The market is a vital one, because rising capacity in the U.S. has eroded Canadian sales there, other countries are increasingly moving into newsprint production, and Canada itself has also installed new machines.

Canada has nearly 60 per cent of the growing U.S. market, which is expected to total 11m tonnes next year. Canada's own overall production capacity is just over 10m tonnes, slightly less than twice that of its large southern neighbour and customer.

A report by the Forest Industries Advisory Committee of Canada in August admitted that

sales in non-U.S. markets would become harder to achieve.

Its share of the world market fell from 40 per cent to 37 per cent in the 1970s, as new capacity was installed elsewhere, notably in the southern U.S.

New exporters such as New Zealand, South Africa, and Australia also came onto the scene. With this and recession, Canadian newsprint shipments fell from 8.9m tonnes in 1981 to 8.1m in 1982 (Canada itself took 935,000 tonnes of this last year against 1m in 1981), giving it a lower 35 per cent world market share.

While the committee thought Canada should at least maintain its share of the U.S. market, it warned: "Shipments to Western Europe, Latin America and Oceania are expected to decline slightly as substantial capacity is being added in those areas."

More than 400,000 tonnes of extra annual capacity will have been installed in the UK alone

by the second half of the 1980s, once Canadian and Finnish investments are fully on stream.

EEC capacity is also being expanded in West Germany, where Gebrüder Lang is adding 170,000 tonnes. The Swedes and Finns, too, also plan to boost output. But overall demand in the EEC is expected to grow by under 2 per cent a year.

It is against this discouraging background that Canada has been pressing its case. Many European newspaper publishers, especially in the UK which uses about 1.3m tonnes of newsprint a year, want to retain a high level of Canadian imports as a balance to the Scandinavian producers to prevent them dictating prices.

Scandinavia's impending duty-free status stems from the entry by Britain, Ireland and Denmark to the EEC in 1973. The EEC entered into trade agreements with the European Free Trade Association (EFTA), to

which they had belonged.

Thus the Scandinavian members of EFTA have had duties on their goods progressively reduced, with those on paper ending on January 1 1984.

Before this, their newsprint sales to the EEC have come under the 1.5m-tonne-a-year quota agreed for non-EEC suppliers. Supplementary quotas have been fixed for needs above this level.

Canada claims it cannot accept a quota less than the 700,000 tonnes it already supplies, with an extra 50,000 tonnes to be allotted for other suppliers.

But the EEC has worked out a draft quota for 1984 of 500,000 tonnes, which would clearly be nowhere enough to satisfy Canada, which also wants scope for growth. It could then appeal to the panel of the General Agreement on Tariffs and Trade (GATT), under which the present 1.5m tonne quota is agreed.

Quota move may save £2m for UK newspapers

By Paul Cheeswright in Brussels

The EEC Council of Ministers today expected formally to approve an additional duty-free import quota for 1983 of 180,000 tonnes of newsprint. The decision will save British newspaper proprietors from possible duty payments of £2m this month.

The existing quota has run out and British newspapers have estimated their needs for the rest of the year at 120,000 tonnes out of a total EEC shortfall of 260,000 tonnes.

The 180,000 tonnes the EEC is expected to approve is a compromise figure put forward by the European Commission. The British share would be 92,000 tonnes.

Italy has helped approval of an additional quota since October, on the grounds that the EEC customers should first purchase Italian stocks of 20,000 tonnes.

At the end of last week, Italy dropped its opposition to the additional quota during talks.

To sell its surplus, Italy needs to find a niche in the market between supplies from Scandinavia that next year have unrestricted access to the EEC and a future quota for Canadian suppliers.

But a further snag for British newsprint users emerged when three other EEC countries started expressing technical reservations about the way the additional quota would be shared out.

India, Russia aim to boost trade 24% next year

BY JOHN ELLIOTT IN NEW DELHI

A TWENTY-FOUR per cent increase in trade between India and the Soviet Union is projected for 1984 above levels achieved this year, according to a new trade protocol signed by the two countries in New Delhi over the weekend.

The target for the two-way trade has been set for next year at \$3.84bn (£2.56bn). This is marginally above the \$3.8bn target for this year, but substantially above the much smaller total of \$1.1bn achieved.

Whether the next target is met depends on willingness of Indian private sector companies to increase their purchases of light engineering and other goods from the Soviets. Government officials insist that the target is based on firm inquiries received in Russia, and India's two main industrial federations are joining up to promote the trade.

Talks are also taking place on capital projects wanted by the Soviet Union, including a 1,000 Mw thermal power station at Khabarovsk which Canadian companies have also been chasing, a nuclear power station in Bihar, and steelworks modernisation.

Neither capital projects nor major defence sales appear as substantial items in the bilateral trade figures because they are based on long-term credit.

But they are seen as a key ingredient of co-operation

between the two countries by the Soviet Union which has been losing out in recent years as India has increasingly turned to the West for such purchases.

Indian-Soviet trade relations went through an upheaval earlier this year when Russia reacted to India's failure to meet purchasing targets by cutting back on its own buying of luxury items. This was patched up during talks in Moscow in September.

Exports from India to Russia have been boosted by contracts worth some \$300m on commodities and \$220m on the extra oil since the Moscow talks in September. But this year's total projected figure of \$1.84bn will still be \$300m short of the planned \$1.84bn.

Next year's target is \$2bn to include increased Indian sales of agricultural commodities, engineering goods and leather products.

Russia's sales to India are expected to total \$1.6bn this year, only \$140m below target. Once various credits and other adjustments have been made, the trade is expected to have been virtually in balance this year.

This means that the Soviet Union successfully stopped India having a favourable balance of trade this year for the first time in five years.

Next year, Russia will be exporting cement and aluminium to India for the first time.

Australia ponders order for Dutch submarines

BY WALTER ELLIS IN AMSTERDAM

THE AUSTRALIAN Government is considering placing an order for the building of two diesel-electric submarines with the Dutch shipyard, RDM.

Mr Gijss van Ardenne, the Dutch Economics Minister, said yesterday on his return from an official visit to Australia that a decision on the vessels would be taken before 1988.

No price has been put on the potential order, but two submarines now being built in the Netherlands for the Taiwanese Navy will cost upwards of \$500m (£333m), and costs have risen considerably since that contract was secured in 1981.

If the deal is confirmed, it will be at the expense primarily of West Germany and the UK. Britain in particular would be upset, since it has long been the major naval supplier to Australia and currently has a

new submarine design for which it has high hopes of overseas sales.

While the Australian authorities ponder their position, a high-level delegation of officials and industrialists from the Netherlands has left Amsterdam for Taipei to conduct talks with the Taiwanese Government on possible future orders.

In October, Taiwan announced that it was interested in following up its original submarine order with contracts for a virtual fleet of submarine and surface vessels.

Like its predecessor, the order would be extremely controversial. Peking has already denounced it as yet another Dutch breach of the "one-China" policy.

The delegation wants to clarify the extent of the likely order.

Ireland backs British ventures

BY OUR TRADE STAFF

IRELAND'S INDUSTRIAL development authority has approved grant aid for 28 British ventures in the Irish Republic this year. Collectively worth about £28m, the new investments are expected to create 1,100 jobs.

Rimmerdax, a pharmaceuticals trading company owned by the Kassam family of Uganda, is to manufacture generic drugs for worldwide export. It plans to set up a research and development

centre in advance.

A company called Sunseekers Ireland is to make sunroofs for passenger cars in Britain and Continental Europe. The development authority says this is a growth market, worth more than £60m a year.

A joint venture between Bio Isolates of the UK and Mitchelstown Co-operative has set up a company to produce protein concentrate. Overseas Technical Services group has created a subsidiary

to support its training of technical advisers for the oil and gas industry. AGB Research is expanding into data processing.

Also in the computer field, Northern Ireland Business Systems, of Belfast, is investing in microcomputer software for use in accounting, insurance brokerage and export contracting at the National Management Centre in Sandycroft, Dublin.

The food group Bachelors is expanding its canning factories in Cabra and Athy.

Daewoo wraps up \$570m ship building finance

DAEWOO Shipbuilding Heavy Machinery has completed arranging the financing for the largest shipbuilding job ever in South Korea - a \$570m (£380m) contract with U.S. Lines to construct 12 container vessels, AP-DJ reports from Seoul.

The company has signed a syndicated loan with a group of commercial banks for \$47.5m and said the state-run Korea Development Bank has agreed to provide \$66.5m in credits for the projects.

The two loans together represent 20 per cent of the contract price. The Export-Import Bank of Korea earlier agreed to finance 50 per cent of the contract value. U.S. Lines will provide 20 per cent in down-payments and Daewoo will finance the remaining 10 per cent with its own funds.

Anne Charters writes: M Laurent Fabius, the French Minister of Industry and Research, in Seoul to push French participation in major South Korean projects, including nuclear power plants and a high velocity train, indicated that high technology fields were also of special interest.

He cited new opportunities for closer co-operation and technology transfer in telecommunications, satellites, transportation, marine geology and computer - telecommunication networks.

Fluor shares S. Africa nuclear plant contract

SOUTH AFRICA'S electricity supply commission, Eskom, has awarded the maintenance services contract for the country's first nuclear power station to Fluor Engineers South Africa, a subsidiary of Fluor Corp. of California, and the French company Transstone, one of the main contractors for construction of the station, AP-DJ reports from Johannesburg.

SHIPPING REPORT

Hopes of market upturn

BY ANDREW FISHER

THE APPROACH of the year-end has brought hopes that 1984 will finally see a sustained upturn in world shipping markets. Edgar Forrester, the London shipbroking firm, discerned signs of improving demand lately after a largely, though not wholly, disappointing 1983.

Shipping markets could be on the threshold of an improvement, it said in its latest monthly report. One sign is the steady decline in laid-up tonnage.

Edgar said the volume of laid-up shipping peaked on the bulk carrier side this February and apart from a small rise in summer, has since fallen by over one-third.

For tankers, the peak was June, with a subsequent 30 per cent drop, though not all of the

tonnage released has resumed trading.

The fall in lay-ups suggests that the shipping industry has begun to benefit from the economic recovery under way with some strength in the U.S.

Last week saw no great activity, however, in dry-cargo markets, with Denholm Coates reporting a drop to \$8.25 a ton from \$8.75 in the grain rate from the U.S. Gulf to Europe. The rate from the U.S. Gulf to Japan barely held \$15.

The tanker market was fairly quiet, with a lack of demand for tonnage from the Gulf. No Japanese charterers were in the market and rates fell for all vessel sizes. There were no lifts by large ships from Kharg Island in Iran.

World Economic Indicators

RETAIL PRICES (1975=100)

	Oct. '83	Sept. '83	Aug. '83	Oct. '82	% change over previous year
U.K.	252.7	251.9	250.6	240.7	5.0
West Germany	141.2	141.2	140.9	137.4	2.6
France	223.9	222.2	220.4	212.1	10.3
Italy	367.0	361.2	346.6	315.1	13.3
Netherlands	158.8	158.2	157.5	155.1	2.4
Belgium	174.9	174.9	173.7	164.3	6.5
U.S.	187.7	187.2	186.5	182.4	2.9
Japan	152.8	151.2	149.3	150.7	1.4

Source: Eurastat



WELCOME

The Swiss are famous for it.

Swiss International Hotels bring you the choice of our superb hotels in Saudi Arabia. Each and every one of them offers you the welcome, hospitality and service that has made us famous around the world.

So sample a little piece of Switzerland at any of our hotels - you'll find them all very much to your taste.

<p>AL JUBAIL INTERNATIONAL HOTEL</p> <p>PO Box 1111, Jubail, Eastern Province, Saudi Arabia. Tel: 013 5111. Fax: 013 5111. Telex: 330101. Cable: 330101.</p>	<p>RIED NEUMARK HOTEL (RIED JEDDAH)</p> <p>PO Box 574, Jeddah, Saudi Arabia. Tel: 02 574. Fax: 02 574. Telex: 330101. Cable: 330101.</p>
<p>SPS, SHIPMENT & FREIGHT</p> <p>PO Box 1111, Jubail, Eastern Province, Saudi Arabia. Tel: 013 5111. Fax: 013 5111. Telex: 330101. Cable: 330101.</p>	<p>SPS, SHIPMENT & FREIGHT</p> <p>PO Box 1111, Jubail, Eastern Province, Saudi Arabia. Tel: 013 5111. Fax: 013 5111. Telex: 330101. Cable: 330101.</p>

SWISS INTERNATIONAL HOTELS

ANTONY GIBBS & SONS, LIMITED
MERCHANT BANKERSwith effect from today
is to becomeWardley London
Limited

member: Hongkong Bank group

and, also with effect from today
has moved its offices to

7 Devonshire Square London EC2M 4HN

Telephone 01-626 0566 Telex 886720
Cables ANTIPODES E.C.2 Fax Gps 1&2 01-626 2192

UK NEWS

British Telecom's engineers count cost of strike

By David Goodhart, Labour Staff

THE POST Office Engineering Union's campaign of industrial action against the Government's proposed privatisation of state-owned British Telecom ends today as 1,400 members return to work in the London international exchanges.

Only a small minority in the union ever believed that industrial action could itself stop the Government's plans. But a total withdrawal from action will be seen by many inside and outside the union as a significant retreat.

It is straightforward financial necessity that has forced the hurried scaling-down of action. When the

1,100 members at inland BT in central London were on strike at the same time as the international members, the cost to the union in strike pay was over £400,000 a week.

The clear total cost to the union has been about £2.5m. The POEU had total assets before the action of about £4.3m and is not going to go bankrupt. But it already owes other unions over £1m, its bank about £4m and the BT pension fund about £7m for the members who have been on strike for the last eight weeks.

It was some of these stark facts

that persuaded the executive to send the international members back earlier than expected and without getting the status quo agreement that they wanted.

There have been other costs of the industrial action. First, it has undoubtedly alienated a minority of members. Since October 1982, when the union organised its first one-day strike against privatisation, about 5,000 have left the union.

Second, the union's bluff has been called on its industrial muscle. It was widely believed that the international exchanges would virtu-

ally collapse after a few weeks of action, but they have been kept going. BT management will also have noted that they have run with less than a third of the usual manning levels.

Many on the centre right - which dominated the union for decades before a broad left victory last June - would argue that the action should have been called off a month ago. But they would also say that "something had to be done" by way of industrial action and point to the success that industrial action has had in highlighting the issue on the union's terms.

Inflation set to fall 'if sterling remains stable'

By MAX WILKINSON, ECONOMICS CORRESPONDENT

THE TREASURY's prediction that the UK inflation rate will fall rather than rise next year could prove correct, says a leading independent forecasting organisation today.

The London Business School Centre for Economic Forecasting (LBS) which itself predicted a modestly rising inflation rate, concedes that the outlook is likely to be brighter if the exchange rate remains stable.

However, in a commentary on the Treasury's autumn forecast, the LBS says that it believes the Treasury's prediction of a 3 per cent economic growth rate next year is over-optimistic.

The commentary follows a series of analyses using the LBS computer model of the economy to test the assumptions behind the different forecasts.

This year, the Treasury is significantly more optimistic about the prospects for inflation and growth in 1984 than the consensus of outside forecasters.

Even small differences in the expected rates of growth and inflation could change the balance in the next budget from tax increases to tax cuts or vice-versa.

The LBS identifies the Treasury's assumption of stable oil prices and an unchanged exchange rate as crucial to its forecast that inflation will fall to an annual rate of 4½ per cent by next autumn.

The centre's own forecast of an inflation rate of 5½ per cent by that time is based on the view that the value of sterling will drift downwards. However, it agrees with the Treasury that the lower figure

might be achieved if sterling remains firm. It also points out that the difference between the two forecasts for inflation is well within the margin of error for either prediction.

It sees a "genuine difference of view" about the prospects for the growth in output, with the Treasury projecting a rise of 3 per cent next year against the LBS forecast of a little over 2 per cent.

Even using the Treasury's somewhat different assumptions, the LBS can only raise its forecast to a growth rate of 2½ per cent.

It says the main reasons for the Treasury's higher figure are:

● The view that private consumption will grow by 2½ per cent, a rather faster rate than the LBS thinks is likely.

● A somewhat optimistic view of the growth of exports as the world economy recovers.

● The view that lower inflation will boost the real value of government spending.

The centre also discusses whether special sales of state assets should be considered as reducing the public sector borrowing requirement, as at present, or whether they should be considered as a method of financing borrowing.

It concludes: "The risk that the Government faces under present arrangements is that a successful privatisation programme could lead to inflationary overheating, since the resulting asset sales will enable the authorities to increase the direct claims of the public sector on resources while remaining within their PSBR guidelines."

Merchant banks aim to change EEC limit

By David Lascelles

BRITAIN's merchant banks are preparing to lobby for changes in a proposed EEC directive on bank accounting which they fear could force them to reduce their hidden reserves.

The directive, which is shortly to go before the Council of Ministers in Brussels, will allow banks to keep hidden reserves equal to 5 per cent of their assets. The definition of assets, however, is so narrow that it excludes many items on a typical merchant bank's balance sheet.

Mr Robin Hutton, secretary of the Accepting Houses Committee, said: "We do not see why anyone should object to what part of a bank's assets are covered by the definition."

The committee will put its case for a more relaxed definition to the Bank of England and the Department of Trade.

As drafted, the directive defines assets as loans and advances, the main items on the balance sheets of commercial banks. However, merchant banks, which are more entrepreneurial by nature, tend to have a large part of their assets in such things as gold, commodities, Eurobonds and contingent liabilities.

If these do not count, the qualifying portion of their assets will be so small that many banks' reserves would exceed the 5 per cent limit and would have to be reduced. With the broader definition, though, hidden reserves would be acceptable.

The merchant banks' objections are a new twist to the debate about hidden reserves that has continued in the EEC for more than a year.

Regional policy to be made more flexible

By ANTHONY MORETON, REGIONAL AFFAIRS EDITOR

THE GOVERNMENT'S long-awaited White Paper statement of intent on regional policy, considered to be one of the most important reviews of the system since 1945, will be published this week.

It will take as its central point the need to introduce more selectivity and flexibility into the system in place of the block grants given automatically to certain areas.

This lack of flexibility has been particularly criticised in the West Midlands, where unemployment levels have risen to heights usually associated with blackspots such as Tyneside and Clydeside.

The Government will also announce that it is to honour its pledge to the European Commission to phase out by the end of 1984

mandatory grants towards spending on replacement plant and machinery.

The fact that the Government will remain committed to regional policy is due largely to a strong fight in the Cabinet by Mr Nicholas Edwards, Secretary of State for Wales, and Mr George Younger, Scottish Secretary.

Most Conservative MPs are less enthusiastic. The party policy statement for the June general election referred to regional policy in just one sentence, confirming that the Conservatives would "continue to maintain an effective regional policy."

Even that sentence was strongly opposed by some sections of the party.

BNFL expects public criticism

By David Fishlock

BRITISH Nuclear Fuels (BNFL), which is state-owned, expects to be publicly criticised by the Government this week for contaminating 25 miles of Cumbrian coast in north-west England with radioactivity.

The radioactivity, as much as 1,000 times natural background levels, although still very slight, was released during annual maintenance operations on BNFL's Sellafield factory.

BNFL refused to comment yesterday on press reports that an inquiry by the Nuclear Installations Inspectorate was highly critical of Sellafield management.

NOTICE TO BONDHOLDERS 4½% LAND BONDS

Notice is hereby given that a drawing of the above mentioned Bonds was conducted by the Central Bank of Ireland, Dublin, on the 7th to the 10th November, 1983 inclusive, when Bonds amounting to Sig. £402,000 were drawn for redemption at par on 1st January, 1984, from which date interest will cease to be payable thereon. Particulars of the draw numbers of the Bonds drawn have been published in the Supplement of *Iris Oiginní* on the 29th November, 1983, which may be obtained from the Government Publications Sale Office, G.P.O. Arcade, Dublin 1, or through any bookseller. Copies of the Supplement will be supplied to the Stock Exchanges in Dublin, London and Manchester and may also be inspected at the Irish Embassy, 17 Grosvenor Place, London SW1.

Bondholders concerned are being advised by the Central Bank of Ireland and are being supplied with forms of application for the principal monies payable.

DEPARTMENT OF FINANCE
Dublin
December, 1983

HIGH EFFICIENCY



AIR FRANCE CARGO:
TRANSPORTING AN EIGHT-TON ROAD COMPACTOR IS THE SORT OF TASK WE CARRY OUT EVERY DAY. QUICKLY AND RELIABLY. AND THIS EFFICIENT SERVICE HAS HELPED MAKE AIR FRANCE THE WORLD'S SECOND LARGEST INTERNATIONAL CARGO CARRIER.
A PERFORMANCE THAT'S JUST ANOTHER EXAMPLE OF THE HIGH LEVEL EFFICIENCY YOU FIND WHEN YOU FLY AIR FRANCE.

AIR FRANCE
WE'RE AIMING EVEN HIGHER

When it comes to exhibitions there's only one site for Britain's builders.

When you're staging one of Britain's biggest ever trade exhibitions you need to know that the venue you choose can cope.

That's why, for the fourth time in succession, The Building Trades Exhibition brought the International Building and Construction Exhibition - Interbuild '83 - to the National Exhibition Centre.

Spread over 98,000 square metres, Interbuild '83 was the largest yet, attracting 1,500 exhibitors and over 150,000 trade buyers from Britain and abroad.

We made sure every last detail was taken care of - even last minute bookers were assured hotel accommodation, thanks to the efforts of the Birmingham Convention and Visitor Bureau based at the Centre.

The NEC-making a stand for better exhibitions

It's not difficult to understand why 40 trade and public exhibitions and more than 25 spectator events come to us every year. (Check our list and you'll see just some of the names that are appearing in the near future.)

Over £130 million has been invested to make the NEC, complete with its unique road, rail and air services, one of the best equipped, most accessible commercial stages in Europe.

And we're continually striving to improve the comprehensive range of facilities we offer.

From next Spring, for example, 'Maglev' - the world's first, fully-automated, magnetic levitation transport system - will ferry visitors to and from the new passenger terminal at Birmingham's International Airport in only ninety seconds.

And, of course, we're at the very hub of Britain's motorway network, and well served by Inter-City rail. What's more, a £2.5 million refurbishment scheme is now under way, introducing more amenities and enlarging our restaurants, bars and snack bars.

So whether you're a potential visitor, exhibitor or organiser, come to the Centre that's making a stand for better housed, better organised, better value exhibitions. Come and do business at the NEC.

For more information, contact:
The Marketing Manager, NATIONAL EXHIBITION CENTRE LIMITED,
Birmingham B40 1NT. Telephone: 021-780 4141 Telex: 336635

Pipetech '84
16 - 19 January
Which Computer? Show
17 - 20 January
International Spring Fair
Giftware and Hardware
5 - 9 February
Boat and Caravan Show
13 - 26 February
The Daily Telegraph
Business Enterprise
Show '84
21 - 25 February

Barclays Technart
Exhibition of Technology,
Inventions and new
Industrial Techniques
21 - 25 February
Electrex '84
International
Electrotechnical Exhibition
27 February - 2 March
Home Appliances
International
11 - 14 March
Rubberex '84
12 - 16 March

Materials Testing
19 - 22 March
Glassex '84
25 - 28 March
Meatex
25 - 28 March
Hevea '84
Building Services
Exhibition
The 13th International
Heating, Ventilating, Air
Conditioning and Building
Services Exhibition
2 - 6 April



AT

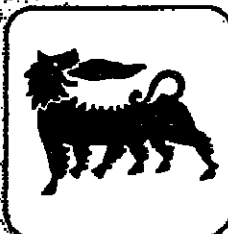


Setting the Standards

Top technology for deep research. Agip.

The deeper you want to go to find and produce oil or gas, the higher the level of your technology must be. And it needs top technology to reach energy sources at a depth over 25,000 feet onshore and 4,500 feet water depth offshore, and this is the technology that Agip supplies. So, when you are looking for an efficient, top rank oil company of international standing, think of Agip. Born in 1926, Agip is today among the ten biggest oil companies in the world: an internationally operating company involving men and technologies with investments amounting to 1.7 billion dollars with constantly

high profits over the years to secure availability of energy at a national and international level. Agip with a very reliable economic and operative framework and with an enviable richness of experience and positive results participates in 180 joint-ventures with major oil companies all over the world, exporting high technology and sophisticated know-how. Agip operates at the highest international standard in 30 countries in Europe, Africa, the Far and Middle East, America and Australia to make its own contribution to the solving of energy problems with deep thinking and top results.



Agip

Eni Group

Deep thinking. Top results.

SOCIÉTÉ D'HABITATION DU QUÉBEC (CANADA)

Notice to the holders of 15.75% Bonds
due January 15, 1988

Notice is hereby given that pursuant to the terms of the 15.75% Bonds, \$55,000,000 principal amount of 15.75% Bonds has been drawn by lot by the undersigned fiscal agent, for redemption, out of the sinking fund moneys, on the 15th day of January 1988.

The said Bonds so called for redemption will therefore be redeemed on the 15th day of January 1988, at 100% of the principal amount so called, plus accrued and unpaid interest to the date of redemption, upon surrender of the said Bonds, with interest coupons, at interest coupons maturing January 15, 1985, and thereafter, at any of the following paying agents:

- La Société Générale d'Albanie de Banque, City of Luxembourg.
- La Société Générale, Paris.
- La Société Générale, London.
- Morgan Guaranty Trust Company of New York, Brussels.
- Banque Nationale du Canada, Montréal.

Notice is also hereby given that interest upon Bonds so called for redemption shall cease to be payable from and after the said redemption date, namely the 15th day of January 1988, and coupons for interest maturing after the said date, namely the 15th day of January 1988, shall be void.

The designating letter and numbers of the Bonds so called for redemption are:

8	371	571	670	1247	2029	2731	3022	4287
	1247	6170	8019	8885	9559	10880	11922	12005
	12415	12974	16314	18941	18889	20402	21192	22642
	13150	14019	16314	18941	18889	20402	21192	22642
	33696	34493	34908	37911	39347	39537	39836	37113
	37150	37418	37960	41021	41613	42816	42740	43235
	44682	45459	45942	47341	48624	48887	49018	

The principal amount of 15.75% Bonds outstanding after the said redemption date will be \$49,950,000.00.

DATED at Montreal, the 28th day of November 1983.

GENERAL TRUST OF CANADA
Fiscal Agent

UK NEWS

Britain plans satellite station

BY PETER MARSH

MINISTERS are likely to approve over the next few months Britain's first satellite station that can receive pictures of the earth from space.

The E10m station, which will probably be in Scotland, will tune into signals from Western Europe's first remote-sensing satellite, ERS-1, which is due to enter orbit later in the 1980s.

The Government is also considering whether to set up a receiving aerial in the Antarctic to obtain pictures from the same satellite.

At present, people in Britain who want satellite pictures of the earth

must obtain them from other countries, which leads to delays.

Data from remote-sensing satellites, such as the U.S.'s Landsat series, can locate mineral deposits or help farmers to monitor the growth of crops.

Government officials, however, are reluctant to continue with the current arrangements when Western Europe's own satellite is launched in 1988. With a new technique, the satellite will scan the oceans with radar to provide a representation of, for example, wave heights or wind speeds.

With the data, civil servants say,

shipping will obtain better weather forecasts. The information could be useful to companies which operate oil rigs and to scientists. If Britain has its own station, UK companies or research organisations could be directly linked to it.

The £200m ERS-1 satellite is being built by the 11-nation European Space Agency, which operates receiving aerials in Kiruna, Sweden, and Fucino, Italy.

People in Britain receive data from these stations under arrangements co-ordinated by the UK's Remote Sensing Centre at the Royal Aircraft Establishment.

PLIGHT OF UNEMPLOYED REMAINS BLEAK

How life has improved for office workers

THE MATERIAL quality of life continues to get better for Britain's office workers and is about stable for manual workers. The lot of the unemployed, however, remains bleak and impoverished, according to the latest edition of Social Trends.

The book is an annual compilation by the Central Statistical Office of the gradually changing pattern of Britain's social and economic life. The current edition gives the picture from the early 1970s to the end of 1982 and illustrates the impact of the recession, which was at its worst during spring of 1981.

In April 1982 the average earnings for all full-time male employees were £150.50 - manual employees earning an average £130.50 and non-manual workers £175. The average gross weekly earnings of all female employees at that time was £98.6 per cent higher than in 1981.

In real disposable earnings the gap between manual and non-manual workers has been widening, manuals experiencing a slight decline and non-manuals an increase, although tax and inflation have gobbled up virtually all the nominal increase in gross earnings since 1975.

Gross weekly earnings rose sharply between 1975 and 1982 for all workers, although there was a drop in real disposable earnings for most workers between 1975 and 1977 and again between 1979 and 1982.

Between 1975 and 1982 the gross weekly wages of manual workers at the upper and lower quartiles of earnings increased by 150 and 146 per cent respectively, but in 1982 real disposable earnings were 1 per cent down on 1975 at the upper quartile and 3 per cent down at the lower quartile, well below the levels reached in 1979.

For non-manual workers at the upper and lower quartiles gross weekly earnings increased by 171 and 175 per cent between 1975 and 1982. In 1982 real disposable earnings were 6 per cent above their 1975 levels.

The wealthiest 1 per cent of the population owned 23 per cent of all marketable wealth in 1981, compared with 31 per cent in 1971. If occupational and state pension rights are counted into wealth the richest 1 per cent of the population own 12 per cent of wealth and the richest 50 per cent own about 80 per cent.

Spending on escapism soared in the past decade. Real consumer spending, allowing for inflation, in the UK increased by 14 per cent overall between 1972 and 1982. Real

Robin Pauley looks at the annual analysis of social trends and change in the UK, in a decade that has witnessed deep recession

spending abroad, however, rose by 80 per cent and real spending on television sets and video recorders increased by 133 per cent.

British residents took 47m holidays in 1982, compared with 41m in 1971, and within these figures holidays abroad rose from 7m to 14m.

Britain's population in 1982 numbered 58m, about 500,000 more than in 1971. By the end of the century there will be 750,000 more people aged 75 or over.

Dietary habits have changed slowly but steadily since the 1960s. Liquid milk, eggs, beef, veal, mutton and lamb are becoming less popular. Poultry and fish have gained in popularity and margarine has gained at butter's expense. More is being spent on alcohol and less on tobacco.

Last year 95 per cent of households had a vacuum cleaner and 93 per cent had a refrigerator, 51 per cent owned a freezer compared with 32 per cent in 1978, and 60 per cent had central heating compared with 52 per cent in 1978 and 39 per cent in 1973.

Nearly all households in 1982 had a television set, 77 per cent having a colour set and 20 per cent a black and white. About three quarters of households had a telephone, compared with 45 per cent in 1973.

About 2m of Britain's 18m homes in 1981 however, were defective, lacking basic amenities or needing substantial repair. About 1m were unfit for human habitation - a figure which remained almost constant between 1971 and 1981.

There were still 3 per cent of households without the sole use of a bath or shower in 1982, a substantial improvement on the 12 per cent of 1971. The number of homeless households in Britain also continues to rise, up from 33,170 in 1980 to 35,700 in 1982.

There were nearly 1m more people of pensionable age in 1981 than in 1971, and 500,000 more of them were living alone.

The rise in the elderly population may not pose the public spending

crisis in coming decades that is often supposed. Projections show reductions in the dependent school age population which would ease the pressure - with the number of pupils aged five or over expected to fall by more than 1m to about 8m by 1991.

More men than women die every year, balanced by the births of more boys than girls. There are twice as many women over 75 as men - partly because of the impact of the Second World War on the male population.

In 1982 the birth rate was 12.6 per thousand, well down on the 1964 baby boom peak of 18.7, but up on the 1977 rate of 11.6.

People continue to marry later - at a median age of 26 in 1981, compared with 24 in 1971, and women at a median age of 23 in 1982, compared with 22. Almost three in five teenage couples eventually divorce.

The number of illegitimate births continues to rise, accounting for 14 per cent of all live births in England and Wales in 1982, compared with 6 per cent in 1961. For mothers under 30 there were more illegitimate births (28,000) than legitimate (27,000) in 1982.

Abortion is also rising, with 43 per cent of all extra-marital conceptions ending in abortion in 1981, compared with 26 per cent in 1971. There were 128,000 abortions in 1982, close to the 1980 and 1981 levels but 35 per cent up on the 1971 figure.

The British are also enjoying better health. A boy born in 1979 can expect to live to over 70, compared with 68.8 if he was born in 1971. Girls can expect to live to 76.2, compared with 75 if they were born in 1971.

The 1982 whooping cough epidemic turned out to be every bit as serious as those in 1978 and 1987, with about 71,000 cases. The worldwide epidemic of sexually transmitted diseases continues to affect Britain as much as other European countries, with 500,000 new cases in 1982 seen at clinics, 8 per cent more than in 1981.

More than 3m criminal offences were recorded by police in England and Wales in 1982, more than in any previous year and 10 per cent more than in 1981. The clear-up rate is down from 45 per cent in 1971 to 38 per cent in 1981 and 37 per cent in 1982, although the UK police forces increased 25 per cent between 1971 and 1982.

Social Trends 14, HM Stationery Office, £19.95

NOW IN LONDON

Is the first overseas office of Canara Bank. India's fifth largest bank and one of its oldest.

Where traditional Indian courtesy blends with modern banking vision



CANARA BANK

Head Office:
J C Road
BANGALORE 560002
INDIA



Over 38,000 Canbank men and women look forward to foster and strengthen the Indo-British economic links through this first step. We offer, in addition to regular banking services, some of the most sophisticated international banking facilities like:

- * Project finance and syndication
- * Export credits and guarantees
- * Portfolio management
- * Merchant banking
- * Foreign exchange dealings in all currencies and money market transactions.

Striving to live up to the Bank's motto: Beyond interests, a concern. With the most efficient, friendly and personalised service.

Canara Bank today operates over 1400 branches in India. And an international network of correspondents and agents links it the world over.

To give you the best of both worlds: old tradition and new sophistication.

CANARA BANK

Licensed Deposit Taker
14, Moor Lane
P.O. Box No. 174
LONDON EC2Y 9DJ.
Phone: 01-628 2187
Telex: 895-696 1/2-CANARA-G

EAST DAGGAFONTEIN MINES, LIMITED
(Incorporated in the Republic of South Africa)

Directors: A H Lundin (Chairman), E W Baines, J M R Berardo, J H Craig, P R A Ferguson, L Klingmann, O D S Redfern, C I Von Christensen, K C Whyte.
Alternate Directors: C P Briggs, C E Dixon, A G Netto

Company Announcement

ACQUISITION OF TG EXPLORATION (PTY) LIMITED AND JUNO EXPLORATION (PTY) LIMITED

Shareholders are advised that East Daggafontein Mines, Limited ("the Company") subject to any necessary approval by shareholders has concluded an agreement with Southern Prospecting (Pty) Limited on 8 December 1983 to acquire, free of liabilities, Tg Exploration (Pty) Limited ("Tg") and Juno Exploration (Pty) Limited ("Juno"). Tg and Juno are active mineral exploration companies which were previously wholly owned subsidiaries of Texasgulf Incorporated of the USA ("Texasgulf"). The total consideration payable to Southern Prospecting (Pty) Limited for the acquisitions is R1.2 million in cash and 350 000 shares in the Company, which shares are under the control of your Board of Directors. The share element of the consideration was based on a price of 550 cents per share.

The principal assets of Tg and Juno are:

1. A 20% participation interest in a joint venture with Johannesburg Consolidated Investment Company Limited ("JCI") and Newmont South Africa Limited ("Newmont") for gold exploration in respect of four separate areas in the Transvaal and the Orange Free State of approximately 50 000 hectares in total extent.
2. A 20% participation interest in a joint venture with JCI and Newmont in a gold exploration project known as the Fochville Project, covering approximately 15 000 hectares.
3. A 5% subscription right in respect of the Fochville Project.
4. 300 million tons of proven manganese ore reserves with an average grade of approximately 35% Mn situated on certain farms in the Kuruman District, Cape Province, the mineral rights to which farms and certain surface rights are owned by Tg.
5. A base metal and gold exploration project in the Transvaal covering approximately 2 300 hectares. Negotiations with a certain mining company in respect of a joint venture are at an advanced stage.
6. Mineral rights and prospecting and option contracts in respect of 158 hectares situated adjacent to an in close proximity to the North Driefontein mine area of Driefontein Consolidated Limited, District Oberholzer, Transvaal.
7. Geological records, exploration and office equipment and vehicles.

In addition senior personnel formerly employed by Texasgulf will be employed by the Company and will continue to manage Tg and Juno.

As a result of this transaction the Company is now in a position to conduct its own exploration activities and has also acquired significant interests in long term exploration joint ventures with major mining companies which have considerable expertise and land holdings. In particular, the Company's participation interest in the Fochville Project has increased from 10% to 30%, and in addition it now owns a 5% subscription right requiring no contribution to exploration costs. Furthermore, it is the Company's belief that the Northern Cape manganese reserves and the mineral rights and options in the Oberholzer District are strategic long term holdings.

It is the Company's intention to contribute its full share of exploration expenditures in the joint ventures referred to above and also to conduct other independent programmes. Total exploration expenditures by the Company are estimated to be a minimum of R1 million per annum for the next five years.

A H Lundin (Chairman)
O D S Redfern (Director)



UAL MERCHANT BANK LIMITED
(Registered Merchant Bank)
A member of the Nedbank Group

12 December 1983

BP discovered a new site for their annual meeting at London's Barbican.

Like BP, many people have already held a conference at the Barbican.

Or an exhibition. Or a meeting. Or any combination of all three.

And we can confidently claim they've been very successful.

But that's hardly surprising.

After all, the Barbican's right in the heart of the City of London. And London's not just a great place to do business. It's a great place to relax in, too.

Then, the Barbican Centre for Conferences has all the facilities and equipment that any conference organiser could ask for. It will welcome 2,000 delegates. Or just 10.

It's got loads of effective exhibition space.

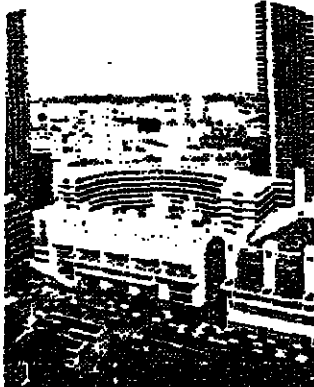
And, of course, it's part of a complex that houses the famous new arts centre. Music, drama, cinema, art galleries - everything to please the cultivated mind.

If you want to be confident of success with your next conference, plan on booking the Barbican.

Send for your free book about the Barbican.

To: The Conference Director,
Barbican Centre for Conferences, Barbican,
London EC2Y 8DS. Telephone: + 441638 4141.
Please send me my free book. FT12/12

Name _____
Position _____
Company _____
Address _____
Tel _____



Barbican Centre for Conferences

HERE IS THE MOST EXCITING DEAL YOU EVER MADE.



Some business contracts can be an all-night thrill. Others are enjoyed over a lifetime. The purchase of a Falcon for instance. If you are still unconvinced, listen to what nearly 800 top executives who fly the Falcon world-wide have to say. Some will tell you that they can never tire of the harmonious lines of their Falcon's design, which radiates an impression of absolute power.

Others will justify their choice on technical grounds. All will agree that after purchasing a Falcon, they have probably concluded their most successful business deal. With a Falcon, you reach the absolute. Indeed, it is the only corporate jet, designed, built, tested by the same men and with the same materials, the same techniques, the same exacting standards as those adopted for the construction of a fighter plane. It is a

fact that the qualities which the Falcon draws from its cousins the Mirage fighters are nearly provocative.

The Falcon is the only corporate jet with a structure that is certified "without working life limit". Its flying qualities are such that it is the only aircraft upon which certifying authorities have not imposed an artificial security system such as a stick-pusher or a stick-shaker. It is the only corporate jet which is not compelled, unless it's for your own comfort, to reduce speed in case of turbulence. (When one holds 9 world speed

records, one might as well enjoy it to the maximum!)

So, when the lucky businessman lands with his Falcon, he can only look at the skies and thank Heaven for sending him the most beautiful of all business deals. A plane which, even after a thousand flights, gives him the same pleasurable thrill as on the first day.

A special information kit on the Falcon 100, 200 and 50 has been prepared. To obtain it, please send your card to Paul Delorme, Dassault International, 27 rue Victor-Pauchet, 92420 Vaucresson, France, or just call him at the following number: (1) 741.79.21.

Dassault International

Business takes off with Falcon

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

NEVER IN the glamorous and high-priced world of strategy consulting has there been a revolution quite like it. Just two years ago the Boston Consulting Group, Bain Braxton and the other leading "strategy boutiques," as they are now known in the trade, were still focussing the attention of potential clients on their staple menu of "scientific" analyses and matrices as the key to better corporate strategy.

Now most consultants are preaching the much more ambitious gospel of "corporate culture." Belatedly reacting to their clients' need for more flexible and effective means of grappling with today's rapidly changing business environment, they are talking about ways of matching a company's strategy to its culture, or, even more ambitiously and controversially, of helping a firm to change its culture to suit its strategy.

"In Search of Excellence," the much publicised million-plus seller which lays so much emphasis on corporate values and "keeping things simple" is only the tip of this growing cultural iceberg. McKinsey, the same consultancy which produced that book's authors, Tom Peters and Bob Waterman, has also spawned one of the writers of another current U.S. best-seller "Corporate Cultures."

To be fair to McKinsey, which has long dealt in various unlabelled aspects of cultural change, such as organisational design and implementation (as opposed to strategy analysis and formulation), it actually seems rather embarrassed by the success of the two books, and is approaching the new fashion of "culture consulting" with caution.

But it comes as quite a shock to find a specialised "strategy boutique" saying, in the words of BCG's latest "Annual Perspective," that "We believe the key has shifted from having a strategy to being able to change a strategy."

And again, "It is an inescapable fact that the shared values, beliefs and behaviour of a company—its culture—change only slowly. How does one actually change behaviour in a corporation when all the unwritten rules may work to keep it the same?"

However self-evident such truths may appear, they depart fundamentally from the dominant consulting patterns of the last two decades.

In the 1960s, in a period of economic and business growth through acquisitions as well as internally generated investment, the problems were of adjustment, control and planning. Top consultants, led by McKinsey, focused on questions to do with internal management, such as divisionalisation, profit centre budgeting, and organisational

Corporate consulting

Why 'strategy boutiques' are changing tack

BY DEAN BERRY AND CHRISTOPHER LORENZ

issues. In almost complete contrast, by the time BCG really got going in the late 1960s and 1970s (growing dramatically right through three recessions), the critical strategic issues were largely to do with businesses or markets/external problems, in other words "Business consulting," as distinct from management consulting, was born.

A necessary pre-condition of this shift in focus (also reflected in what was taught at "advanced" business schools) was the development and spread of rational analyses (quantitative if at all possible) of business and management problems. A key symbol, and a direct influence on the techniques involved, was the way Robert McNamara had run the U.S. Department of Defence in the early and mid-1960s with numerical data, computer models, "counts" and "ratios." He even looked rational, with his hair parted down the middle, and his precise, steel-rimmed spectacles.

Change in emphasis

So the climate was right for a significant change in consulting emphasis:

- With the onset of a series of recessions and more global competition, companies had more than ever before—to get the market right;
- Complex, rational analysis had become the dominant theme in leading businesses, notably U.S. General Electric, as well as in consulting and business schools;
- Analytically skilled business school graduates were finding their way into consulting and into powerful corporate staff positions.

But the trend still needed an

explicit formulation, expression and legitimisation. This occurred when BCG launched a way to classify and label the strategic performance of operating units, with explicit tools for analysing their performance (The Experience Curve and Growth/Share Matrices), plus the associated concept of "business portfolios."

The power of this kind of rational analysis, geared to the market and especially to competitive practice, seemed attuned to the strategic issues of the day and to the inclinations of forward-looking managements and governments. The formulation of it gained rapid and wide acceptance, first in North America, and more recently in Europe. Even the British and Swedish governments became clients.

The impact of BCG's tools and concepts on business schools was equally dramatic. Business policy, a subject area which had been almost wholly taught by the Harvard "case method," came to be seen as more critically important and academically valid. The professors anointed themselves teachers of "strategy"—it is always better to feel at the centre of a movement and part of its mystique than be trailing along in its wake.

In consulting, what followed was the natural process of generalising and cloning that marks professional organisations. A series of new firms such as Bain, Braxton and Marakon Associates—the "strategy boutiques"—was created. Like BCG, they grew extremely rapidly, each with its variation on a theme of an analytical crystal ball.

Among the "products" they used or created to sell business—"for client development"—in the euphemism of the trade—were: PIMS (Profit Impact of Market Strategy), a massive database of business characteristics and performance; nine-



cell matrix screens of industry attractiveness; shareholder value analysis; and the ubiquitous "strategic business unit" (SBU).

For the new, analysis-orientated strategic consulting firm, the business "development" process went as follows: 1. Hire the brightest and best of the MBA graduates and pay them extremely high salaries. Make sure the salary levels get leaked to the press, to graduates and also to corporate recruiters, so that the information gets circulated widely among prospective clients.

2. Develop a semi-proprietary analytical "product," make sure that it gets linked with a believable success story, and then advertise the product's power (this may mean writing a book or carefully placing a magazine article, since true professionals don't advertise).

3. Aggressively price the product up-market. What an unbeatable formula! Bright talented people using powerful tools for the fortunate few who can pay for competitive advantage!

That business concept worked extremely well for consultants; at least until a thoroughly deep recession on a global scale in the late 1970s and early 1980s

changed many of the rules of the world business game—or, rather, underlined the fact that the rules had never been as simple as implied by this sort of strategy consulting.

The 1970s hype of consulting analysis and technique went to extremes; at one point it was even claimed that the PIMS database proved that the observed relationship between market share and profitability was actually cause and effect. And the whole approach suffered from being over-directed to the choice of products and markets, and to making the investment decisions to support these market positions.

Narrow view inadequate

Fortunately, a growing body of consultancy clients (or potential clients) considers such a narrow view to be inadequate. Some have found that 1970s-style strategy consulting did not deliver the promised benefits. Others never shared such an inflated faith in the miracle-working power of product/market analysis. Above all, perhaps, most top executives are becoming painfully aware that

the pace and complexity of environmental change now require them to develop much greater abilities of adjustment, in organisational as well as strategic terms. They are frequently all too aware of the intransigence of their corporate cultures.

On their own, these factors constitute sufficient reason for the leading consulting firms to reposition themselves for the 1980s. But two further reasons could underlie their rapid shift towards a preoccupation with corporate culture.

First is the consulting world's need to fill a gap (actual or potential) in continuity and revenues. Quite a number of chief executives are abandoning the very long-term engagement of teams of consultants in favour of short, periodic contracts. Radically slimmed businesses need to get on with it and are politically sensitive to consultants who stay too long. Culture consulting, by contrast, must be carried out over pretty lengthy assignments (almost by definition) if it is to have any effect.

The second point is simply one of fashion. Because of the intangibility of their service, many consultancies feel they have to sell easily identifiable products or packages, rather than the vaguer but potentially more valuable competence of handling all sorts of problems and opportunities in the round and in depth.

Such "products" in consulting can be a trap in themselves whether they are about strategic analysis, culture or anything else. Yet even Management Analysis Centre, which has a better track record than most consultancies in effecting cultural change, has produced a new "checklist" called "the CEO's Change Agenda."

The strategy boutiques seem to be following suit either by creating their own culture "products" in a bid to capitalise on the fashion, or by implying in more general terms a competence in management and culture as well as in analysis. They are right to link culture management with market analysis. Good consulting needs both. But can they deliver?

In search of excellence, by Thomas Peters and Robert Waterman, Harper and Row, £12.50.

"Corporate cultures, by Deal and Kennedy, Addison-Wesley, £12.70.

Dean Berry is chairman of the Centre for Business Strategy at the London Business School. He was previously Dean of Insead, and taught at Harvard and Yale. He is also an independent consultant.

A further article, on the danger of culture consulting, will appear on Wednesday's Management Page.

Overcoming recession

Risk taking is back in fashion

BY TIM DICKSON

RISK taking has been pushed into the back seat in recent years as major companies have struggled merely to survive. But a survey of current attitudes in 10 countries suggests that the tide may now have turned.

Regardless of how robust the economic recovery proves to be, a large percentage of nearly 400 European, Asian and South American executives surveyed expressed confidence that their companies' willingness to engage in ventures "of a risk nature" will increase substantially over the next five years.

While the survey, in the latest issue of International Management, reflects an increased appetite in large companies for business risk, it is significant that the change in attitude was even more evident in privately owned manufacturing, service and sales firms employing less than 500 people—a category which comprised two-thirds of the respondents.

The swing in attitudes was established by asking executives to rate on a five-point scale their company's risk-taking profile over the previous five years and to contrast that with what they thought it would be over the next five (see below).

More than 40 per cent thought their companies would be much more willing "or a little more willing" to take risks in future, compared with 27 per cent over the last five years. Britons and Australasians have recorded the biggest shifts in opinion, with Singaporean, German and Dutch executives

also slightly more hopeful than average about their companies' willingness to embark on new projects. Brazilians and the French appeared to be the most gloomy, with Brazilians thinking companies entirely shunning risk over the next five years would almost double to 30 per cent.

While some of the gloom seems to have lifted, caution is still the keynote among those interviewed. The number "much more willing" to take risks was only higher in Italy and Singapore. Responses from some of the others showed in percentage terms that up to half were less positively disposed towards risk than in the past five years.

Asked about the most important ingredient for active risk-taking, most respondents put availability of capital at the top. Higher rewards came second overall with buoyant markets and more competent management the next most significant factors. Surprisingly, perhaps, relaxed financial controls came bottom of this poll, with Japanese managers the only ones seemingly constrained by their accountants.

Why did companies lose their spirit of adventure? Depressed markets was the unanimous answer, followed by lack of capital and insufficient personal rewards.

Oddly enough the penalties for failure weigh heavily only on the minds of British and Singaporean managers, with Germans apparently the most intrepid.

CORPORATE ATTITUDES TO RISK TAKING OVER THE NEXT FIVE YEARS

Attitude	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990
Not willing to take risks	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8
A little willing to take risks	16.9	16.9	16.9	16.9	16.9	16.9	16.9	16.9	16.9	16.9	16.9	16.9	16.9
A little more willing	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4	25.4
Much more willing	48.1	48.1	48.1	48.1	48.1	48.1	48.1	48.1	48.1	48.1	48.1	48.1	48.1
No response	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7



Your legacy: A way of life.

Do you love the wide open spaces? Clean air? The beauty of nature? Are they a part of the legacy you have planned for your loved ones?

Owning a large piece of land in America is possibly the most important decision you will ever make. Not only will you enjoy the rare privilege and pleasure of owning a large spread of ranchland today, it can remain a private corner of America in the future history of your family. Forbes Wagon Creek Ranch is offering just 404 people the unusual opportunity to purchase a substantial tract of land right next to its gigantic Forbes Trinchera Ranch in southern Colorado.

Minimum-size family ranches are 40 acres, and vary up to 74 acres, with prices starting at \$30,000.

Here in the foothills of the magnificent Rocky Mountains,

with restricted access to more than 17,000 acres (over 26 square miles), you can hunt deer, elk, grouse, and all kinds of wild game in season. Or you can ski cross country, fish for trout, ride horseback, or just enjoy the breathtaking dawns, sunsets, and the changing seasons in the shadow of one of Colorado's highest peaks, Mount Blanca.

This exclusive preserve is the perfect place for the outdoor-lover in you, and when passed on to your children, or your grandchildren, your ranchland bestows on your heirs the privilege of an unspoiled way of life. It's a very thoughtful way to shape the futures of those who will follow you.

For more information on how you can become a part of Forbes Magazine's private mountain hideaway, write or call for our full-color brochure.

FORBES WAGON CREEK RANCH

P. McCaldin/Forbes Europe Inc. Dept. B P.O. Box 86 London SW 11 3UT, England 01-223-9066

Obtain the Property Report required by Federal law and read it before signing anything. No Federal agency has judged the merits or value, if any, of this property. Equal Credit and Housing Opportunity.

Welcome to a world of correspondent banking.



Begin with your nearest First Interstate Bank office—London, Madrid, Milan, Frankfurt, or Abu Dhabi.

You'll have to cross Asia and the western hemisphere before reaching the end of our correspondent banking network.

We take you where many banks can't—and make correspondent banking easier for you—because we've grown internationally from a base of correspondent banking.

We can tailor our advanced telecommunications and attentive, personalized service to

your needs. And we bring you the strength of a banking system with nearly 1,000 offices throughout the American West and major American-Pacific ports, as well as 10 offices in Asia from Tokyo to Sydney.

Learn more by calling your nearest First Interstate Bank office. A most remarkable world of correspondent banking awaits you.

First Interstate Bank
OFFICIAL SPONSOR OF THE 1984 OLYMPICS

Member FDIC

FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4A 3DF
 Telegrams: Finantime, London P54, Telex: 8954871
 Telephone: 01-248 8000

Monday December 12 1983

Defence and deterrence

THE BRITISH showing of the American television film, *The Day After*, on Saturday evening almost coincided with a Nato ministerial meeting in Brussels which came back to the twin themes of defence and deterrence. Nato ambassadors, the communiqué said, were instructed to "undertake a thorough reappraisal of East-West dialogue." And that surely is the heart of the matter.

To start with a few inescapable facts nuclear weapons exist and cannot be disinvented. They differ from earlier weapons in their greater capacity to destroy and to do so more quickly. The best theory of defence over the ages has been based in the belief in the necessity to preserve a balance of power, so that no one power can afford to attack another with impunity. The theory of deterrence is based on the uncertainty created by the possibility that a power that is attacked, even in conventional means, might respond with nuclear weapons. Hence, so the theory goes, there has been no major wars between the great powers in the last few decades.

Adjustments

These theories are not perfect, and their weaknesses should be taken with the utmost seriousness. Yet to should their strengths. The fact is that the United States and the Soviet Union have avoided large-scale conflict, and one of the reasons for that is their mutual appreciation of the great destructive power if it were ever put to use. That is deterrence at work. Even now, when relations between Moscow and Washington are at an unusually low ebb, there is no expectation of a war on the central front. The balance of power prevents it, and both sides know it.

Indeed, even if there were to be no early resumption of talks on arms control, it is unlikely that the balance of power on the central front would change very much in the foreseeable future. The deployment of new systems, sufficient to change the balance and to make a risk worth taking, requires too long a time, and in any case the other side always reacts by making its own adjustments.

More choice for house buyers

MR AUSTIN MITCHELL'S Bill on conveyancing, designed to remove part of the monopoly granted to solicitors by William Pitt the Younger in 1804, will be debated in the House of Commons later this week.

The changes proposed in Mr Mitchell's House Buyers Bill are modest. It would leave over half of all private homes, including flats, unregistered houses and most new houses, within the solicitors' monopoly, excluding from it only conveyancing of registered property. It is reasonable to assume that solicitors could also retain the greater part of this liberalised business because of their links with the client, provided that they are willing to compete in price and efficiency with banks, building societies and professional conveyancers licensed under the proposed legislation.

The Bill contains a number of practical proposals which would enable a house seller to commission surveys for the benefit of prospective buyers and penalise estate agents for delays in answering inquiries. The desirability of such improvements can hardly be contested, and they need not necessarily be linked with the clipping of the solicitors' monopoly.

Those opposing the monopoly argue that it makes conveyancing too expensive — though it is not as expensive as the services of estate agents when these consist only in an introduction of the two parties which could be more efficiently achieved by a mini computer. Solicitors are said to be dilatory although the delays are often in the interests of their clients who are waiting for a buyer or seller or the approval of a mortgage.

Argument
 The solicitors argue that they protect the house buyers by their superior legal skill; by most of the work is done by junior clerks without any legal skill. The clients' main protection is the solicitors' indemnity insurance, but the Bill would require the same from other conveyancers — indeed, it may be easier to obtain an admission of negligence from someone not backed by the Law Society.

A more realistic argument is that conveyancing, which provides by far the greatest part of the solicitors' income, must remain their monopoly because it subsidises other unprofitable

The search for the causes of present instability and nervousness leads elsewhere. Some of the older campaigns for a more peaceful world seem to have been, at least temporarily, abandoned. For example, there is now no great steam behind the attempt to seek more signatories to the treaty on the non-proliferation of nuclear weapons. There is no impulse behind the possibility of a comprehensive test ban treaty, either. And even the idea of a nuclear freeze, which would, of course, have to be subject to verification, has won rather less support than it might have done.

Reconciliation

Moreover, relations between the super-powers have not really been breaking down over the issue of the deployment of long-range theatre nuclear weapons in Europe. Those are the symptoms rather than the cause. If there were to be serious conflict, it would be much more likely to arise from events getting out of hand in Lebanon, Iran, Iraq, the Middle East in general, or even Central America. The situation on either side of the Elbe is, if not stable, at least containable.

The breakdown in super-power relations has come about on a much more worldwide basis than the old East-West divisions. Washington and Moscow no longer trust each other, no longer know what the other is doing and perhaps are unclear about what they are doing themselves. That does not make it easy for them to take others with them.

It would be idle to pretend that all will be well again if the talks on arms control resume in Geneva in the New Year. Diplomacy is not just about the number of warheads or launchers. What is needed is a much wider political framework — a will to seek agreement despite the difficulties. At the moment, neither the will nor the perception of the wider framework seems to exist.

In a small way, Mrs Thatcher provided a pointer at the week-end by seeking a reconciliation with the President of Argentina. The gesture was as unexpected as it was magnanimous. But it was also a recognition of reality. It is better to negotiate than to pursue confrontation. There is a lesson there for great powers as well.

legal services which they are expected to supply. However, such a disparity of reward must be a powerful incentive to concentrate on conveyancing and to neglect the provision of the other, loss-making, services.

Benefits

The real benefits of allowing competition to rationalise this arcane department of British life go far beyond the saving in conveyancing fees and the expediting of business. Greater involvement of banks and building societies is bound to generate pressure towards faster registration of land so that transfer of property can be made as simple as it is in most industrial countries of Europe. Taking a longer view, it should not be beyond the imagination of building societies, once they had a more direct involvement in the legal arrangements, to provide the bridge loans which would obviate the need for the long chains of house transfers which bedevil most British house owners every six years or so, and mitigate against the mobility of labour which is so badly needed.

For solicitors to have to give up part of their present monopoly may prove to be a blessing in disguise. They will be obliged to give greater attention to other legal business and to become better lawyers in the process. Their claim to appearance before higher courts would be strengthened. Their clients would then benefit from having to pay only one lawyer instead of two or three, and by greater speed resulting from a smaller number of professionals involved. In the same way, the house buying public as well as solicitors would benefit if English solicitors were allowed to combine their present activities with those of estate agents as Scottish solicitors are, without having to their professional integrity.

It is encouraging that most Ministers now favour the Bill, though less satisfactory that the Government appears anxious to restrict conveyancing to banks and building societies. Licensed conveyancers seem the most likely of the three groups to bring real competitive edge to the business and would, under the Bill, be covered by indemnity insurance. But against the entrenched opposition of the legal profession two-thirds of a loaf would still count as an impressive achievement for Mr Mitchell.

THIS Christmas, British homes will be flashing, bleeping and buzzing to the sounds of *Hungry Horace*, *Lunar Jet Man*, *Purple Turtles*, *Sheer Panic* and *Metagastic Llama*. An extraordinary boom in home computers — many of which are used for playing games — has caught some of even the next optimistic manufacturers and retailers by surprise.

Britain has more computers per head than any other country in the world. By the end of this year about one in ten homes will have a computer and the country is at present buying more of them than the rest of Europe put together.

Yesterday Sinclair Research, the company which more than any other started Britain's love affair with the computer, celebrated the production of the one millionth Spectrum at its main sub-contractor, Times, in Dundee. The company has already sold more than 1m ZX81 computers worldwide. Sir Clive Sinclair has been kicking himself for underestimating the Christmas demand. His computers have at times been very scarce and the company has cut back almost all its advertising. Sinclair believes it could have sold as many as 300,000 units if it will have sold in the last three months of the year.

The new Electron computer from Acorn, the company which makes the highly successful BBC microcomputer, has been in even more dramatic short supply. The Electron, at £200, is half the price of the BBC Micro. And demand has been particularly strong because it is compatible with the BBC Micro which is widely used in schools. There have been hundreds of requests for the Electron at branches of W. H. Smith.

"We have had 200,000 orders from retailers, which is just ridiculous," says Mr Tom Hohenberg, marketing manager at Acorn. Only a few thousand Electrons have actually reached the shops, although they are being distributed from the manufacturers' stockpiles in the Far East. (AB Electronics in the UK is to start making the Electron early next year.)

Last Christmas — the first year home computers became a significant consumer purchase — most shops had virtually sold out by mid-December. It looks as if everyone has underestimated demand again. "I don't remember a product which has developed so rapidly in such a short time. We started selling personal computers right from the start — but the growth was not spectacular. Then suddenly from October onwards sales leapt ahead. It was beyond the bounds of all expectations," says Mr Peter Jackson, marketing director of Rumbex, a major retailer of electrical goods. "They're walking off the shelves," says another dealer.

The surge in demand is a major reversal of the depressed state of the personal computer industry earlier this year. In the U.S. a major price war sent company results and their stocks



Trevor Humphries

Computers being sold at Hamleys toy shop in Regent St, London.

tumbling — particularly Texas Instruments' Atari, which is owned by Warner Brothers, and Coleco. In the UK, Grundy and Itech went into receivership (both have been bought by other companies), Dragon had to be rescued with a major cash injection and at least one other company has been in difficulties.

The UK manufacturers say there are a number of reasons for the current shortages. They predicted substantial growth but without total conviction because of the lack of any real experience in this very new market. The disastrous summer for personal computers in the U.S. made some companies more cautious still. And industry sources say that companies like Sinclair did not step up production as much as they might have done because they expected large volumes of the Electron to appear on the market.

But the shortages of the Electron and Spectrum have undoubtedly boosted sales of other manufacturers and may have even saved some of the smaller companies from bankruptcy. In the U.S. the picture is now much the same. Manufacturers are struggling to meet a pre-Christmas demand estimated to be worth \$2bn. The major retailers have been placing last minute orders with the manufacturers to replace a Texas Instruments products now that the company has withdrawn from the market. The late delivery of Coleco's Adam home computer has put added pressure on the market.

Shortages of parts — semiconductor chips, disk drives and other sub-assemblies, have limited the production capacity of several U.S. home computer makers during recent months as the component manufacturers have turned their attention to more complex and more profitable devices.

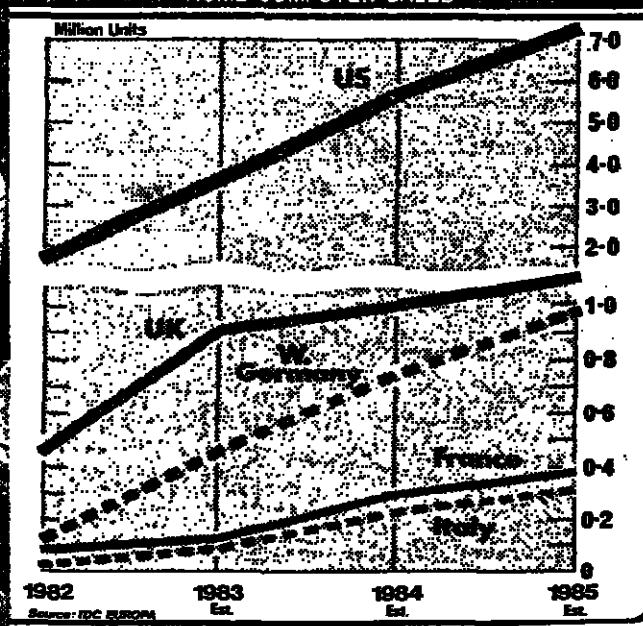
BRITAIN'S HOME COMPUTER BOOM.

'They're walking off the shelves'

By Jason Crisp

How Countries Compare

HOME COMPUTER SALES



facturers now is whether this year's pre-Christmas boom will merely be a fad with a sharp fall in sales next year. Mr Eric Salzman, marketing director of Atari in the UK, says: "The evidence is it won't die away. Overall we expect the market to grow next year by between 15 and 20 per cent." Most companies broadly share his view, though they expect a lean first quarter.

But the nature of the business is beginning to change. As the base of computers has grown, so the opportunity to sell peripheral equipment has become much greater. Mr Howard Stanworth at Commodore says: "The computers are only part of the story. The disc drives, the colour monitors and printers vastly expand the usefulness of the machine. In two years time the computer themselves will account for only 20 per cent of our total sales — at the moment it is about 70 per cent."

But the strength of the UK home computer market does not mean that all the British companies in the field will survive. "The UK manufacturers are doing very well but they don't have the domestic market potential to survive in the long term. The companies which will survive are those shipping internationally on a large scale," says Mr Pearce, of IDC.

Both Acorn and Sinclair have substantial overseas sales but know they face severe U.S. and Japanese competition. Acorn has just started shipping the BBC micro to the U.S. for the education market, a strategy that has been widely criticised because of the highly competitive market there. But Acorn is optimistic and has just increased its forecast U.S. sales from 30,000 to 50,000 for next year.

The Japanese consumer electronics companies are another long-term threat to the smaller British micro companies. So far the Japanese have been rather conspicuous by their absence — although Sharp and Sord are doing quite well in the UK. Although the Japanese companies are highly skilled at mass manufacture needed to produce low cost computers there is a problem with available software.

Most of the home computers use slightly different operating systems which means the software has to be written specifically for each machine. The volume of software that is available is a vital selling point for any micro. Any move towards a common standard in home computers — as there is in business personal computers — would open the door to the Japanese manufacturers.

For now the primary concern of a company in the UK market is to get more products into the shops. Business is certainly frenetic: "The computers which come into our warehouse don't touch the sides before they are out again to the shops," says one large distributor.

Additional research by David Churchill and Louise Kehoe in San Francisco.

THE UK TOP TEN

Home computers costing less than £1,000

Model	Price	Source for UK
1 Commodore 64	£220	Corby
2 Sinclair Spectrum	£299	Dundee
3 Acorn BBC	£399	Gwent
4 Commodore VIC 20	£150	Corby
5 Oric 1	£299	Folham
6 Dragon 32	£170	Port Talbot
7 Texas Instruments 994a	£290	Texas, U.S.
8 Sinclair ZX81	£140	Dundee
9 Atari 800	£290	Hong Kong
10 Apple IIe	£750	Cork, Ireland

Source: Personal Computer News, compiled by MIB (Computers)
 † Final assembly. * Manufacture recently ceased.

Men & Matters

Business head

London Business School may have chosen an academic as its next principal instead of a businessman as Sir Trevor Beckett, chairman of the governors, had in mind, but Professor Peter Moore is no ivory tower dreamer.

One of his favourite relaxations is travelling by train. "Because it is the best way to meet people and see places," he says. On a recent visit to the Far East, he took a seven-hour train journey from Singapore to Kuala Lumpur rather than hop across country in a few minutes by air.

Moore, aged 55, joined LBS as professor of statistics and operational research at its inception in 1965, after spells as a university lecturer and in industry with the National Coal Board and the Reed Paper group.

When co-founder of the LBS, Prof Jim Ball, became principal in 1972, Moore became his deputy, and has been closely associated with the school's extensive development over the past decade.

His expertise has been in demand, both from private management and public bodies outside the LBS.

Moore was a consultant to the Wilson Committee on Financial Institutions; he is a member of the Doctors' and Dentists' Pay Body and vice-chairman of the University Grants Committee.

The LBS has come through the recession and recent higher education economies remarkably well. And Moore takes over as a number of projects and developments are being initiated.

The new part-time MBA course got off to a good start this year. "It has enabled us to tap a much wider constituency," he says. "People from a much wider business background — from the public sector, small businesses, and self-employed — are now coming in."



Dickinson

"But think of all the TV spin-offs — hosting chat shows, voice overs, endorsing tyres"

In all some 2,000 executives a year are now attending courses at the school. And Moore is enthusiastic about the LBS's expanding role, especially in research.

The new Centre for Business Strategy, in little more than a year, has begun to tackle a wide range of problems related to the UK's comparatively poor industrial performance. And funds are now being raised for a research chair in marketing and communication.

Hitched up
 Morgan Stanley, most blue blooded of the Wall Street investment banks, has landed an unexpected piece of business — management of the \$3.5bn pension fund of the Teamsters Union.

money in U.S. history. At one time, a large part of its assets was invested in Las Vegas casinos.

Such was the corruption, in fact, that it was nearly responsible for the enactment by the U.S. in the early 1970s of ERISA, the law that tightly controls where pension fund managers can place their cash.

The fund has been cleaned up now, which is why Morgan felt able to bid for it. Even so, I gather, the deal caused some controversy along Morgan Stanley's well-carpeted and veneered corridors. Not quite the sort of job, some thought, for a house that counts the British Treasury among its clients.

But then Morgan is hungry for funds management business. It is a small player in this multi-billion dollar game. Before the Teamsters came along, it had about \$7bn, whereas the market leaders have five times that figure.

No space

Video games, have been meeting strong official resistance in several Far East countries. Now comes news of a revolt against space invaders in the United States.

The video and arcade games machines in the small New England coastal town of Marshfield have been carted away in trucks after the Supreme Court refused to hear an appeal against a town ordinance banning them.

So the 20,000 townspeople have won an 18-month battle against the machines' owners and supporters. And in the process they may have begun a new nationwide movement.

While other U.S. communities worried about adolescent passions for the machines have attempted to regulate their use, Marshfield went a step further. Led by Tom Jackson, a retired state drug squad policeman, the people of Marshfield voted in June 1982, to throw the machines out of town —

overturning the liberal regulations favoured by the town's leaders.

Owners of the games machines fought the decision order all the way to the Supreme Court, arguing protection under the Constitution's first amendment which protects the rights of free speech. They even hired a Chicago constitution lawyer who pleaded that the arcade games were a medium of communication.

Now that route has failed, the merchants plan to try to overturn the ordinance at the town meeting next year.

In the meantime, with profits slipping away, they are making handsome one-off gains by selling the equipment second-hand to overseas buyers in places like Egypt, among others.

High note

A number of City stockbrokers were keeping their heads down as they tip-toed up to the eighth floor of the Savoy hotel last week for a second interview with Merrill Lynch, the giant U.S. securities firm which is planning to set up shop in London next year.

An initial group of 80 investment analysts has been whittled down to 30, of whom only 20 will be offered a job with Merrill's, as City types are already familiarly calling it.

But why would a well-paid broker want to leave a top spot at, say, Sprimgeour's, Greenwell's, or Capel's for a seat down the table at Merrill's?

The interviewer at the Savoy has one answer. "What you are doing now," he has been telling the men at his door, "is like playing the piano in your living room at home. Joining our firm will be like playing the organ in Westminster Cathedral."

Civil law

Sign in a Whitehall office: "If in doubt, delegate."

Observer

Everyday to the USA.



Everyday of the week, every week of the year, one of the very latest Air-India 747s takes off for New York from London Heathrow. It departs at 1.00pm arriving 3.30pm, New York time.

We think that's a most civilised hour to leave and an ideal time to arrive (lots of time to arrange an enjoyable evening).

No wonder our business is expanding. Air India. To the USA, everyday.

Contact your travel agent or call Air-India on 01-491 7979.

AIR-INDIA

FOREIGN AFFAIRS

The lessons of
The Day After

By Ian Davidson

IT WAS not very clever of Mr Michael Heseltine, the British Defence Secretary, to have clamoured for a right-of-reply on TV to the nuclear war film *The Day After*; and it was not very brave to have backed out of a debate with the other commentators. Of the two, the lack of bravery is the more surprising.

Mr Heseltine's changes of mind suggest a disturbing degree of over-reaction to what is, after all, in so many ways a hyped-up media event. The main message of the film is the message in the foreground, as it were—that nuclear war would be indescribably horrible.

So what else is new? As a series of images, the film is undoubtedly a shocking portrayal of the horror. But as a general statement, that nuclear war would be indescribably horrible — the film adds nothing new in principle to what we have all known ever since the first atomic bomb was dropped on Hiroshima.

On the contrary, if anything, the film understates the full horror of a nuclear war. In the first place, it asks us to assume that such a war could be stopped before the total destruction of both sides, and possibly of civilisation itself.

We do not know if such an assumption is plausible; it is certainly not reliable. In the film, the "showing" of the messages from the American President requires us to believe, first, that the U.S. and the Soviet Union both took conscious decisions not to strike at each other's national command systems (so as to maintain the possibility of intra-war negotiation); and/or, secondly, that the U.S. President and his command-and-control system could survive deliberately attempted attacks on them; and/or, thirdly, that the command-and-control systems of the two sides would not fall victim to the (possibly unintended) side-effects of nuclear explosions, which would be likely to knock out electric and electronic circuits necessary for command-and-control.

In a recent study, carried out in the West (and, presumably, in the East, as well, though we do not know) have become increasingly pre-occupied with the command-and-control problem.

The Reagan Administration is spending a lot more money in the hope of protecting electric and electronic circuits against the destructive effects of Electro-Magnetic Pulse (EMP), the colossal emission of electric energy which may accompany a nuclear explosion.

Yet the plain fact is that command-and-control systems are inherently vulnerable to disruption, which is supposed to take the U.S. President from the White House to some airfield where he can board his airborne command post; the problematic ultra low frequency (ULF) and extremely low frequency (ELF) radio communications with submerged submarines; thin-skinned photographic and communications satellites in orbit; not least, the Bell telephone system on which a large part of America's strategic communications still depend.

Nobody can know at what level of nuclear exchange these command-and-control systems would go down, how many commanders and controllers would be killed, at what point an order to cease-fire might be lost, and how the film-makers took the best advice they could find. My own hunch is that the sequence of events—a large-scale nuclear exchange, of at least 300 missiles landing on the U.S., followed by an orderly cease-fire—assumes a survivability of command-and-control systems which lies right at the most optimistic end of what is conceivable.

In a seminal paper for the International Institute for Strategic Studies, two years ago, Desmond Ball argued that nuclear war would almost certainly not be controllable in this way. His argument was reinforced by a recent book by Paul Bracken, *The Command and Control of Nuclear Forces*.

If that is a more plausible view, then the film, so far from overstating the horror of nuclear war, seriously understates it. The most recent scientific study carried out in the U.S. concludes that a major nuclear exchange would throw so much soot up into the atmosphere, that the sun would be blotted out and the earth

would enter a nuclear winter which would kill off most plant life.

However, the picture of hell conjured up by the film does not, for all that, necessarily constitute an endorsement of the views of the Campaign for Nuclear Disarmament. Russian leaders and strategists are just as conscious as their western counterparts of the dangers of nuclear war. Soviet and American doctors and scientists have collaborated in studying and publicising these dangers.

In that sense, the film ought to reinforce the case for mutual nuclear deterrence. If the probable consequences of conflict would be as bad as portrayed, then both sides in the East-West confrontation ought to remain as careful as they have been for the past 30 years. And if the consequences would be much worse, as some scientists now think, with the virtual extinction of civilisation, then the super-powers ought to be even more careful.

The film does not endorse the paranoid fears of some people on the far right in America, that Moscow could execute a disarming attack on the U.S.; on the contrary, the Soviet Union is said to have suffered as much damage as the U.S.

The trouble with this reassuring view, is that it assumes that mutual deterrence can remain perfectly water-tight for ever. Yet the West has saddled itself with two different views of nuclear weapons which are mutually contradictory.

On the one hand, there is the balance of terror which is designed to deter the Russians from starting anything which could lead to nuclear war. On the other, NATO has equipped itself with a vast arsenal of nuclear weapons, from long-range intercontinental ballistic missiles right down to short-range nuclear artillery. The ostensibly seamless web



A scene from "The Day After," shown on British commercial television on Saturday

of escalation is designed to ensure perfect deterrence; but the battlefield nuclear weapons are there in Europe, ostensibly to enable NATO to fight off an overwhelming conventional attack by the Soviet Union.

In other words, if deterrence holds, all well and good. But if it breaks down, then the structure of NATO forces will confront the Alliance with the appalling choice between defeat and the inauguration of a nuclear war whose outcome cannot be predicted, and probably cannot be controlled. In NATO parlance, this dilemma is disguised under the term "flexible response"; but if Desmond

Ball and Paul Bracken are right, there may be nothing flexible about it. Bracken characterises the NATO force structure in Europe, in which conventional and nuclear weapons are intricately mixed, as a regional doomsday machine.

In the film, the sequence of events which leads into nuclear war is not entirely clear, but two points stand out: first, that the Soviet invasion was not a cold-blooded enterprise, but a response to major trouble in East Germany and Berlin; second, that NATO responded by using nuclear weapons. Given the strains inside the Soviet camp, this is not a scenario which can be simply dismissed as inconceivable.

Most serious strategists believe that nuclear deterrence against a cold-blooded Soviet attack is probably as reliable now as it has ever been. The Soviet attainment of nuclear parity with the U.S. has to some extent weakened the credibility of America's extended deterrence

night's film, he said: "There is no military use for nuclear weapons, other than as a deterrent." Surprisingly, Mr Heseltine seemed almost to agree with him.

If NATO is to reduce its dependence on nuclear arms as war-fighting weapons, as more and more people agree it should, it follows that the alliance must continue its efforts to improve the conventional balance vis-à-vis the Warsaw Pact. NATO's decision to withdraw 3,000 shorter-range nuclear weapons from Europe over the next few years is obviously a step in the right direction; its decision to abandon the target of an annual 3 per cent real increase in conventional defence spending is less reassuring.

Equally important is the parallel track of crisis management. The abandonment by the Soviet Union of the Euro-missile negotiations in Geneva, and the apparent adjournment sine die of the strategic nuclear arms talks, are cause for concern. But it is arguable that even more important opportunities are at stake in the negotiations on confidence-building measures in Europe which open in Stockholm next month.

On the one hand, these are designed to draw up arrangements for reciprocal notification of military activities in peacetime, so as to guard against surprise attack and, equally important, against war by misunderstanding. On the other, the negotiations should provide a forum for East-West dialogue in which the megaphone diplomacy of the superpowers may be tempered by the participation of the European countries. No doubt the Russians will try to use Stockholm as a platform for propaganda. But there is at least an opportunity for serious negotiations on measures to ensure that the day before is never followed by *The Day After*.

Mr Robert McNamara, President Kennedy's Defence Secretary and one of the original architects of flexible response, is now one of the many advocates of reduced reliance on nuclear weapons. In the TV discussion after Saturday

Lombard

Where the new
jobs will be

By Samuel Brittan

I NEVER thought that I would live to see the day when a TUC paper would be of higher quality than a Treasury one on an identical topic. But this has proved to be the case with the respective papers submitted by the two bodies for last Wednesday's National Economic Development Council discussion on the topic "Where are the new jobs coming from?"

Only chalcidians will claim to have a precise answer to the question. But it is nevertheless true that in a well functioning economy the jobs will come. The myth that there are profound technological changes that condemn us to "jobless growth" is often enunciated by businessmen in saloon bar discussions and is now becoming fashionable among some Tory "wets" who have given up on genuine economic policy. It has now been knocked firmly on the head, not by the Treasury, which should have done so, but by the TUC authors. As they remark:

"Two centuries ago, the overwhelming majority of the working population was employed on the land. If, during one of the periodic crises of recession and unemployment in that period the question of where new jobs were coming from had been raised, it would have been impossible to envisage that the answer lay in a rapid upheaval characterised by a massive move of population from the land to cities and a rapid restructuring of economic activity from agriculture to manufacturing."

Of course the TUC paper overstressed the role of demand management in securing satisfactory growth and employment and did not discuss the links between pay and jobs. But the Treasury paper itself skirted very gingerly over the latter, mentioning it briefly and last.

Perhaps the Treasury paper deliberately pulled its punches not to spoil the atmosphere for the tripartite discussions on job creation, which the Government, CBI and TUC want for different reasons. There are no illusions on any side about a return to tripartite management for the time being; but the feeling is (a) that discussion is preferable to the aggressive specifying of the recent past, and (b) that even modest agreements, say on training and youth employment,

are worthwhile and may enable more contentious matters, such as profitability and wages, to come on to the agenda later.

No disagreement. But the Treasury paper should still have been of better quality. The common core of the two papers was an analysis of past changes in industry and occupational composition both in the UK and in the U.S. These showed the familiar picture of a shift away from manufacturing and manual occupations to services, including leisure and education. But even here the TUC went into more interesting detail and said much more about Japan and other European countries as well as the U.S.

The Treasury could have taken discussion further. There are, for instance, problems about relating "pricing out of work" to the national income statistics. The CBI and TUC have come out with divergent factual assertions about movements in labour and profit shares, divergences which official economists and statisticians would have helped to elucidate. Then again there have been academic attempts to estimate actual real wage-employment equations. The earth would not have opened up if the Treasury had summarised and analysed this work.

The contrast that stands out is between the sophisticated technical discussion on which Treasury men insist in short-term forecasting or in speculative work on the narrow money supply, and the undergraduate essay treatment they accept on long-term structural matters. The whole point of the "new realism" which displaced old-fashioned demand management was the belief that output and employment were ultimately determined by real forces rather than financial policy. It therefore follows that these real forces should receive just as high grade official attention as the monetary strategy or the Budget.

It would also help if the convention of ascribing all official papers to the Chancellor, the Secretary of State for Industry and so on, could be abolished. Any political embarrassment from naming the real authors (as already occurs with Government Economic Service and Bank of England papers) would be no more than outweighed by the greater care that would then be taken.

Letters to the Editor

Pricing and secrecy in the heavy fuel oil market

From Mr J. Wareham

Sir,—I was delighted to read that Petrofina (December 1) prefers openness and transparency in the heavy fuel oil market because the present secrecy only leads to mistrust.

In the circumstances buyers have resorted to defensive measures and we participate in a group which exchanges in-

formation on a national and international basis. The figures we have obtained from these exchanges have fully justified the confidence we have in our existing oil supplier. This survey and the phone calls I have received over the last week have confirmed that our current price compares favourably with similar buyers, and that product prices have moved sharply upwards while the spot price

for crude has dropped by 10 per cent.

Why these price changes are in opposite directions remains outstanding and there appears to be no justification for the adverse differential which has appeared. I am sure that time between UK and other European factory gate prices.

J. E. Wareham,
24, Broomhurst Avenue,
Coppice, Oldham, Lancs.

Service to the customer

From the Chairman and Managing Director, TI Domestic Appliances

Sir,—On November 21 your newspaper carried an advertisement for the British Telecommunications Unions Committee, comparing the respective qualities of service for telephone and domestic appliances. The statements concluded that most domestic appliances were repaired by private companies, who levied heavy repair charges with excessive delays. On the other hand, BT repaired 90 per cent of telephone faults within 24 hours free of charge.

The comparison makes no reference to the differing objectives, or the cost/benefit criteria used by the different organisations, in determining those objectives. Suffice to say that these criteria are examined by domestic appliance companies within a very competitive market. I do not know how BT approaches objective setting, but I would suggest that a 24 hour response for some business customers is excessive, and they would pay more for a faster service, while domestic customers may be prepared to wait longer for a lower rental. I do not wish to use your valuable column space on a free market dissertation. I would, however, like to comment on specific points.

Telephones are not "repaired free of charge". We rent a "service" from BT, and inherent in that service is its continuity. Consequently I believe I may for maintenance within the rental.

Just because 90 per cent of telephones are repaired within 24 hours, "free of charge" does not make the organisation "efficient". It may meet this efficiency measurement. Without effective competition, this is difficult, if not impossible, to compare.

A significant proportion of domestic appliance repairs are undertaken by the Gas, Electricity, Boards, other nationalised industries, owned by

us all and accountable to Parliament. They at least compete on service and can compare efficiency with the market place.

This is the "nub" of my argument. I do not believe that washing machines and telephones can be directly compared, either in terms of reliability or maintenance cost. Better comparison should be made on a cost/benefit basis. All domestic appliance service companies have "horror stories", but so does BT, though neither organisation encourages them. We in domestic appliance services, however, either private or nationalised, at least run the gamut of the market place in open competition. If the unions committee is so sure of its service and its efficiency, surely it has nothing to fear from competition.

A. T. V. Bourke,
Radiation House,
North Circular Road, NW10.

Search for the
crock of gold

From Mr T. Cattermole

Sir,—The article by Terry Garrett (November 28) concerning the expatriate's search for the crock of gold contains several misleading items.

There is no mention of the one-third rule in the section on establishment of non-residency status—this is vitally important for the expatriate whose first 12 months abroad do not exactly span one tax year (from April 6 to following April 5) but who actually returns to the UK without completing a full tax year abroad (it is theoretically possible to serve abroad for 725 days and never achieve non-residency status—under this circumstance if the one-third rule is broken then the expatriate will not enjoy the 100 per cent tax exemption to which he would be entitled).

Following the Chancellor's November statement offshore regular premium policies are of extremely limited value to any expatriate who intends to return to the UK. The quality of status has been removed from such policies and there is therefore no question of life

assurance premium relief being received nor any subsequent tax-free benefits.

UK-based life offices' savings plans take advantage of the 15 per cent bonus of LAPR and also provide totally tax-free benefits after 7½ years, either in lump sum form or as tax free income. If life insurance is needed to provide substantial benefits on death then term TV or computers. All domestic ap-

pliance service companies have "horror stories", but so does BT, though neither organisation encourages them. We in domestic appliance services, however, either private or nationalised, at least run the gamut of the market place in open competition. If the unions committee is so sure of its service and its efficiency, surely it has nothing to fear from competition.

A. T. V. Bourke,
Radiation House,
North Circular Road, NW10.

Search for the
crock of gold

From Mr T. Cattermole
Sir,—The article by Terry Garrett (November 28) concerning the expatriate's search for the crock of gold contains several misleading items.

There is no mention of the one-third rule in the section on establishment of non-residency status—this is vitally important for the expatriate whose first 12 months abroad do not exactly span one tax year (from April 6 to following April 5) but who actually returns to the UK without completing a full tax year abroad (it is theoretically possible to serve abroad for 725 days and never achieve non-residency status—under this circumstance if the one-third rule is broken then the expatriate will not enjoy the 100 per cent tax exemption to which he would be entitled).

Following the Chancellor's November statement offshore regular premium policies are of extremely limited value to any expatriate who intends to return to the UK. The quality of status has been removed from such policies and there is therefore no question of life

Noise from the
motorway

From Mr P. Giffard

Sir,—Doubtless those who wish to build motorways quickly will study closely the sequence of events and procedures of the "long countdown" to the building of the Telford M54 motorway. Perhaps the scheme lost momentum when the inspector at the second public inquiry (1976) reached the conclusion that there was no urgency for the building of the motorway and said so in his report.

Certainly, advantage was taken of the time lag to discuss the environmental impact on the neighbourhood and many things have been done both by the Ministry and by private individuals which mitigate the visual effect of the road. It is said that efforts to reduce noise to an acceptable level have failed. The noise, throughout my property, is quite horrific. It is due not to the engines of vehicles but to the action of tyres upon the concrete surface. The concrete has been ribbed with grooves and ridges and it is this which seems to be the cause of the noise. It is at a level which is quite unacceptable in the countryside. Those who wish to reduce the environmental effect of new motorways should ensure that the type of surface on the Telford motorway is never used again.

Peter Giffard,
Chillington Hall,
Coddall Wood,
Wolverhampton.

A good record
in forecasting

From Professor P. Minford

Sir,—Mr Wilshire (December 5) kindly notes the Liverpool group's good inflation forecasting record. He perpetuates the myth, however, that the group is "consistently over-optimistic about output." This is not true in the light of the Central Statistical Office's revisions to GDP data. 1982 is now seen to have been a year of reasonable recovery (about 2 per cent) and 1983 a year of still faster growth (more than 3 per cent on the expenditure measure which we forecast). Liverpool was one of the few to say this would be so, as far back as 1981; the consensus forecasts have been generally bearish on the recovery prospect and have had to be revised steadily upwards. The boot is therefore on the other foot; it is the consensus forecasters who have been consistently over-optimistic about the output recovery.

(Professor) Patrick Minford,
University of Liverpool,
Elabor Rathbone Building,
P.O. Box 147, Liverpool.

Mrs Thatcher's
Seawolf

From the Chief Executive,
British Aerospace Dynamics
Group

Sir,—I note that your report (December 7) on the EEC summit was headed "President Mitterrand's Excoet." Although this was in the circumstances an apt analogy, one would not like to see the word "Excoet" become synonymous with "unstopable (French) force," especially with the future of the EEC at stake.

In view of my company's anti-missile missile's success against Excoet during recent trials, I hope your sub-editors will shortly be able to use the headline "Mrs Thatcher's Seawolf" in the sense of "a deadly response."

Ruth Metcalfe,
British Aerospace
Dynamics Group,
Stevenage.

"Of course I'm sure, I read it in Business Week."



The decisions of top management may be guided by intuition and imagination. But they must be based on timely and accurate information. That's why Business Week is read so thoroughly and respected so highly by upper echelon executives all over the world.

Business Week has more full-time editors than any other business magazine. Specialists in Finance, Economics, Marketing, Management, Technology, and more. They do not merely report the facts. They analyze them. And provide a context of meaning that is unparalleled. An environment like this adds importance and impact to your product, service, or corporate message.

That's the reason our advertisers have as much confidence in Business Week as our readers.

BusinessWeek
THE VOICE OF AUTHORITY



Monday December 12 1983



Terry Byland on Wall Street

Car sales recovery aids steel

THE RENEWED upswing in Wall Street's steel stocks, awaited since mid-summer as the herald of the bull market phase two, seems to be a long time coming.

Indeed, the recovery in stock prices to date seems in danger of far outstripping any recovery in the real world of the steel industry's sales and profitability.

Stock prices for National Inter-group, U.S. Steel, Bethlehem Steel and the other major U.S. steelmakers now stand between 60 per cent and 100 per cent above their 12-month low points, although "you need a magnifying glass" to pick out the recovery in the industry, according to Mr David Healy, of Drexel Burnham and Lambert.

Increased demand for steel from the motor industry remains the one bright patch, but the capital goods industry is still sluggish, and foreign imports remain a bugbear. But there have been slightly more optimistic signs from the stock market over the past month.

A recovery in car sales at the end of November, together with a favourable Commerce Department forecast of U.S. capital spending prospects, backed up gains of around 8 per cent in Inland Steel and National Inter-group and 10 per cent in U.S. Steel.

The round of third-quarter results was at least up to stock market expectations, with National Inter-group, formerly National Steel, winning plaudits on all sides for its return to operating profitability.

Inland Steel fell short of the best hopes, but U.S. Steel's success in absorbing the Marathon Oil acquisition now raises hopes of a small profit next year.

The view that the worst has passed for steel stocks and that there are now prospects of capital appreciation rests upon plans already in place at the major companies for a restructuring which is "constructive for the industry" to quote one leading analyst.

Mr Paul Anker, analyst with First Boston, points out that the significance of write-offs for reorganisations and plant closures at major producers is that these companies have achieved a significantly lower break-even point, which will accelerate the earnings upturn when the turn comes.

Major write-off

The past quarter has brought a reorganisation of Arco's Middle-town, Ohio, complex. The greatest move, though, is likely to come before the end of the year when United Steel is expected to announce a major write-off, perhaps as large as \$1bn, in a further instalment of the shutdowns begun in 1979.

Write-offs of these proportions would add about \$11.50 a share to the losses of £1.60 a share already predicted for U.S. Steel this year, but savings, chiefly the substantial reduction in the workforce, could be in the \$40m range, which would enable U.S. Steel to trade profitably at a 50 per cent operating level, achieving a long-standing management target.

On this basis, U.S. Steel, the largest steelmaker in the U.S., could return earnings of \$5 a share in 1984, assuming that Marathon Oil maintains the trend of this year's third quarter when it turned in about \$231m, boosted by strong margins at refinery operations.

National Inter-group's name change in September also marked the final disposal of the Weirton subsidiary, which from the parent company viewpoint, shed a subsidiary fighting to keep its feet in a contracting market, making steel for the canning industry.

It leaves National closer to its eventual aim of being a highly efficient producer of flat-rolled steel for the Detroit car makers. With successful operations in financial services and aluminium, First Boston continues to predict break-even results this year from National at earnings of \$6 a share in 1984.

Like the rest of the stock market, steel issues are mesmerised at present by doubts over prospects for interest rates. But the doubts have particular significance for steel stocks, which have probably gained the maximum benefit from the strong rebound in the domestic car industry.

For a further advance, the steel companies need to see some indications in their order books of the long-awaited upturn in the capital goods sectors. But when such a recovery begins to show itself, then the newly shrunken operations of the major steel producers will be quickly reflected in a strong rise in earnings and stock prices.

Just as the Detroit car making stocks in the upsurge in the market at the beginning of this year, the steel issues could yet provide the lead for a renewed advance in 1984.

TAKEOVER BODY 'WANTS NEW BID CLARIFIED THIS WEEK'

Allianz in London talks on Eagle Star deadlock

BY JOHN MOORE, CITY CORRESPONDENT, IN LONDON

AN ATTEMPT will be made today to break the deadlock in the takeover battle between West Germany's Allianz Versicherung and BAT Industries of the UK for Eagle Star Holdings, one of Britain's largest insurance groups.

Mr John Hignett, director general of the Panel on Takeovers and Mergers, the City of London body which monitors the progress of takeover bids for public companies, will meet representatives from Morgan Grenfell, the merchant bank acting for Allianz, West Germany's largest insurer.

Morgan Grenfell executives were meeting Allianz's management at the weekend in Munich after a Friday meeting with the panel. Morgan Grenfell was telling its clients that the panel expects a promised new offer for Eagle Star to be clarified this week.

Last week, in a controversial announcement, Allianz said it intended to beat a £913m offer from BAT, the tobacco group. BAT's bid

has already been recommended by Eagle Star's board.

No figures on the size of the likely offer were mentioned in the Allianz statement. Allianz persuaded the panel to allow it more time to detail the terms - meanwhile it had talks with Eagle Star management last Thursday.

Already the panel's decision to allow Allianz an interval before announcing its terms has provoked argument in the City. Under the takeover code, which is expected to be followed by parties in a takeover bid, "when a firm intention to make an offer... must be disclosed."

Last Thursday's meeting of Eagle Star and Allianz was inconclusive and the relationship between the two sides tense. Sir Denis Mountain, Eagle Star's chairman, has told Allianz that if it succeeds in taking his group there would be "a loss of business and staff morale".

He has condemned the "delaying tactics" of Allianz.

Morgan Grenfell is understood to

be arguing before the panel that although nothing firm arose from Thursday's talks, which were designed to gain Eagle Star's support for any new Allianz offer, it needs more time to explore further possibilities of a deal.

Panel executives are becoming restive over Allianz's unprecedented tactics in the bid campaign, which in cash terms is Britain's largest takeover battle.

Allianz, however, is understood to have a contingency plan if it is forced by the panel to raise its bid before it has fully decided its next move. It may decide to raise its offer 1p above BAT's 86p offer for every Eagle Star share. That would comply with its indications last week that it would come back with a higher offer.

Both Allianz and BAT have until December 30 before they are obliged to make their final bids.

Mr Hignett will also see representatives from Hill Samuel, advisers to Eagle Star, and Lazard Brothers, advisers to BAT, at separate meetings this morning.

Leclerc plan to cut car prices threatens new discount clashes

BY DAVID MARSH IN PARIS

MONTHS of price-cutting among leading chains of French retail retailers have been given a new twist following announcement of a plan to slash prices of new cars by the Michel Leclerc petrol station group.

Leading French car groups and importers' organisations at the weekend were unsure how seriously to take the plan, unveiled by the brother of M Edouard Leclerc, who heads the nationwide Leclerc discount supermarket chain.

But it is clear that, if put into action, rebates of up to 10 per cent on marquees such as Renault, Fiat, Austin and Opel could have a big impact on the French car industry.

Both Renault and the number two French maker, Peugeot, are losing money heavily, and car sales, after holding up well in the early part of the year, are now starting to suffer from the Government's austerity programme.

Figures released over the weekend showed that new car registrations fell 4 per cent last month compared with November 1982, bringing the cumulative total for the year to 1.3 per cent below the first 11 months of 1982.

Already this autumn petrol price cuts at M Michel Leclerc's petrol stations and M Edouard Leclerc's supermarkets have forced the Government to raise the legal limit for price discounts at petrol pumps - provoking ire from small independent stations. More recently, the Edouard Leclerc stores have clashed with Carrefour, France's leading hypermarket company, in a no-holds-barred discount war backed up by lavish nationwide advertising.

M Michel Leclerc said at the weekend he intended to bring in price cuts from January, apparently using garages in his retail network which have existing concessionary

links with the big French and foreign car groups. Already experienced in legal battles with the Government and oil companies during the petrol price war, M Leclerc is shrugging off the risk of supply boycotts. He has indicated he is ready to go to court to force the car manufacturers to deliver.

The Leclerc announcement has been denounced as a "bluff" by car dealers' representatives. His declared aim of selling 200,000 cars through his discount chain next year - amounting to about 10 per cent of the French car market - does seem unrealistically ambitious.

But in view of the success over petrol discounts of the Edouard and Michel duo (although brothers, the two Leclercs are rivals), car industry chiefs will be sleeping nervously while they see how the Michel Leclerc campaign unfolds.

Der Spiegel warned on Flick affair

By James Buchan in Bonn

WEST GERMAN judicial authorities warned at the weekend that they would prosecute the Hamburg news magazine, Der Spiegel, if it published excerpts from the indictment delivered last week of the five men at the centre of the so-called "Flick Affair".

The General Public Prosecutor's Office in Cologne said on Sunday that it would examine Der Spiegel, which goes on sale today, to see if it contains excerpts from the indictment against the five men, including Count Otto Lambsdorff, the Economics Minister, who face court proceedings for corruption.

Der Spiegel, which was available in Bonn yesterday, gives a detailed breakdown of the alleged indictment, but at no point claims to be in possession of the document and largely confines itself to indirect speech.

Herr Erich Böhme, one of the two editors of the magazine, which has been bitterly attacked for its investigations into the affair said yesterday that the article had been carefully examined alongside the law and had remained within it.

Herr Gerhard Stoltenberg, the Finance Minister, yesterday accused Der Spiegel, and another Hamburg magazine, Stern, of one-sided revelations from the prosecutor's files and spoke of a serious transgression "against the rule of law."

More peace rallies in UK and W. Germany

BY MARGARET VAN HATTEM IN LONDON AND JAMES BUCHAN IN BONN

MORE THAN 20,000 anti-nuclear protesters demonstrated outside the Greenham Common in Berkshire yesterday as Mr Michael Heseltine, the UK Defence Secretary, stepped up his efforts to counter the propaganda of the peace movement.

The moves came in the wake of Saturday's first showing on British television of the film, The Day After, which depicts the aftermath of a Soviet nuclear strike on the U.S. The film has again fuelled the nuclear debate in Britain but throughout many weekend radio and television appearances, Mr Heseltine insisted that possession of nuclear weapons by both sides in rough balance had kept the peace in Europe since 1945.

Meanwhile, in West Germany, some 10,000 people staged protests outside U.S. military installations during the weekend which marked the fourth anniversary of the Western Alliance's decision to deploy U.S. medium-range missiles in Europe.

Police used water-cannon and truncheons on Saturday to clear demonstrators from the approaches to a U.S. military depot in the Hausen suburb of Frankfurt, where the peace movement claims parts for the Pershing 2 missiles delivered to West Germany last month are being assembled. Six policemen were

injured and 89 arrests were made after street battles.

Police also cleared demonstrators from the approaches to the U.S. military headquarters for Europe in Stuttgart and erected barricades round the U.S. base at Mutlangen in South Germany, where the first Pershing missiles are being stored.

In Britain, an opinion poll conducted last Friday and Saturday showed that 58 per cent of those questioned disagreed with Mr Heseltine's claims that the peace movement was a threat to the nuclear arms talks, while 32 per cent disagreed with the Government's handling of the cruise missile issue.

It also showed that 84 per cent felt the West should make limited concessions to encourage the Soviet Union to resume arms negotiations.

However, Mr Heseltine accused the television company which had commissioned the poll of "re-organising the poll figures." On the basis of the arms talks which broke off only two weeks ago, 50 per cent of people supported cruise, he said.

Mr Heseltine accepted that the collapse of the talks made his task more difficult but insisted that to act on the poll's findings would lead to "government by opinion poll."

Defence and deterrence, Editorial comment, Page 12; Lessons of "The Day After," Page 13

Plan to revive UK gas gathering project

By Ian Hargreaves in London

AN ATTEMPT to win oil industry support for a £1.5bn (\$2.15bn) gas gathering pipeline in the British sector of the North Sea will be made this week.

Gaffney, Cline, the energy consultants have spent several weeks making private presentations to 20 oil companies. They have now set a deadline of next weekend for a decision on whether the latest attempt to revive the gas gathering concept should go ahead.

At the same time, Mr Alick Buchanan-Smith, the UK Energy Minister, has been telling the oil companies informally that he is in favour of a gas gathering initiative, although he also insists the development is a matter for the private sector.

The Gaffney, Cline blueprint is for a 250-mile pipeline, linking the Bruce, Brae and T-Block developments to the St Fergus gas terminal. A short spur south of T-Block would connect with a number of smaller fields.

The gas gathering scheme, abandoned in 1981, when the Treasury successfully outmanoeuvred Mr David Howell, then Energy Secretary, was for a 420-mile connection, running well to the south and north of the Gaffney, Cline pipeline. The Howell pipeline was costed at £2.7bn, but was opposed by the Treasury because 30 per cent of the money would have come from state-owned British Gas.

Gaffney, Cline has told the oil companies that several changes since 1981 have crucially improved the economics for a pipeline.

The most important is the consultants' judgment that a 50 per cent increase in the volume of exploration wells drilled since then has established 10 to 14 trillion (million million) cubic feet of gas and 500m barrels of gas liquids within the radius of the proposed line - total reserves equivalent to those believed in 1981 to lie within reach of the much longer pipeline.

Other factors are the improved tax position of shared pipelines since this year's Finance Act and the freedom now available to gas producers (under the Oil and Gas Enterprise Act) to sell supplies directly to customers other than British Gas.

For the oil companies, the bargaining position with British Gas and the price they can expect for supplies have always been crucial to any pipeline investment equation.

With British Gas currently negotiating in a range between 27p and 34p a therm for supplies from the Norwegian Sleipner gas field, Gaffney, Cline argues that the economics of a pipeline are highly favourable.

There are, however, some major uncertainties. Some oil companies prefer simply to develop their own gas lines; others believe that the line from Sleipner can be used as a core for a future network.

Massey in Vickers talks

Continued from Page 1

tive, would be in London this week. It is understood, however, that the visit was planned months ago and is not specifically designed to conclude a deal with Vickers.

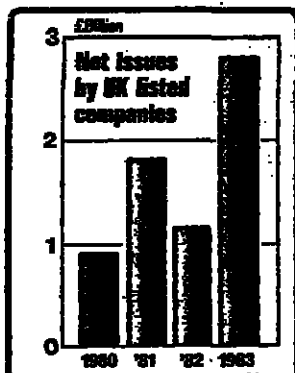
Massey-Ferguson said it was well known that widespread talks about the future of Rolls-Royce Diesels and of the structure of the industry had been taking place. It was unable to comment on the prospects of a purchase by the Canadian-based group.

The British Government, however, has been kept in touch on the progress of the talks, although it has not been a party to them and has apparently made clear that any agreement is strictly between the parties concerned.

Rolls-Royce is thought to manufacture about 6,000 engines a year.

THE LEX COLUMN

Falling into the tender trap



If the minimum tender price is instead set at a substantial discount to the likely sale price, the chances of attracting subscriptions at a variety of prices will be considerably enhanced. The main stumbling block is clearly the vendor, whose principal priority is to limit his downside risk.

Underwriting

That obstacle is unlikely to be removed so long as underwriting commissions are regarded as a fixed fee for services rendered. In practice, they represent an insurance premium for the vendor and an option on equity investment for the underwriters. There seems little reason, therefore, why institutions should not accept a lower fee for what, in the case of a deep discount, is evidently a smaller risk.

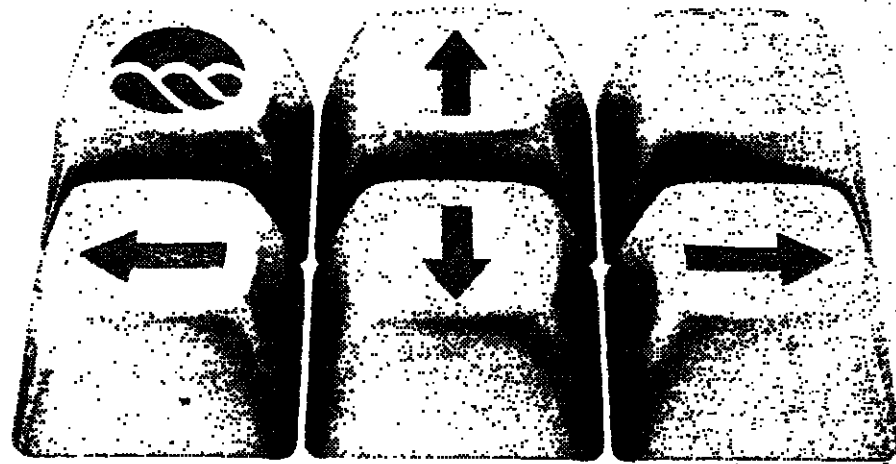
The vendor, meanwhile, would be trading a greater ultimate risk for a lower premium. As a bonus, however, the chances of his shares being sold at a minimum tender price bearing little relation to actual demand would be considerably diminished, not least because the smaller underwriting cover would encourage institutions to apply for shares.

Few vendors would feel courageous enough to challenge the whole of the City's underwriting establishment for the sake of a single issue. The one vendor with sufficient muscle and vested interest to do so - and to dispense with underwriting altogether for that matter - is the Government. The Treasury will presumably be anxious to take no chances with British Telecom, but there seems little reason why it should not negotiate underwriting fees with, for example, Enterprise Oil. Any saving on underwriting could usefully be applied to television advertising, in the cause of broader share ownership.

The City must in any case be aware that the present underwriting system is under threat. No institution has yet developed the combination of capital resources and placing power needed to buy the whole of a major UK equity issue and distribute itself. The current state of business combinations in the City, however, make that a realistic possibility before long.

The prospect of foreign securities houses bidding competitively for tranches of equity in blue-chip British companies must look extremely unattractive to domestic institutions, and perhaps even to the Government itself.

Tokai Bank



Business turns to Tokai Bank for direction. And they get it.

Business looks to Tokai Bank for more than just a place to safely keep money.

They seek out the wisdom Tokai's over 100 years of experience brings to light.

They turn to the global perspective and up-to-the-minute analyses provided by Tokai's worldwide network.

And they look to the strength and leadership that has made Tokai one of the largest banks in the world.

In short, they think of Tokai Bank as a concerned international business partner, with answers that make sound financial sense.

Tokai Bank—a solid bank with a solid direction.



Head Office: 21-24, Nishi-Shinjuku, Nishi-Ku, Tokyo, Japan Tel: 03-211-1111 International Banking Group: 6-1, Gensho 2-chome, Chiyoda-Ku, Tokyo, Japan Tel: 03-242-2111 Overseas Network (Branches & Agency) New York, Los Angeles, Chicago, London, Frankfurt, Singapore, Hong Kong & Seoul, Representative Offices Toronto, Houston, Mexico City, Sao Paulo, Madrid, Paris, Zurich, Tel Aviv, Bangkok, Kuala Lumpur, Manila, Jakarta, Beirut & Sydney, (Guatemala) Tokyo Bank of Canada, Tokyo Bank Nederland NV, Tokai Awa Limited, Tokai International Ltd, (Africans & Associates) London, Bangkok, Hong Kong & Sydney.

World Weather

Place	Temp	Wind	Cloud	Temp	Wind	Cloud	Temp	Wind	Cloud
Amsterdam	10	10	10	10	10	10	10	10	10
Berlin	10	10	10	10	10	10	10	10	10
Bombay	10	10	10	10	10	10	10	10	10
Buenos Aires	10	10	10	10	10	10	10	10	10
Calcutta	10	10	10	10	10	10	10	10	10
Canton	10	10	10	10	10	10	10	10	10
Cebu	10	10	10	10	10	10	10	10	10
Colon	10	10	10	10	10	10	10	10	10
Hankow	10	10	10	10	10	10	10	10	10
Hong Kong	10	10	10	10	10	10	10	10	10
Kobe	10	10	10	10	10	10	10	10	10
London	10	10	10	10	10	10	10	10	10
Lyons	10	10	10	10	10	10	10	10	10
Manila	10	10	10	10	10	10	10	10	10
Medan	10	10	10	10	10	10	10	10	10
Osaka	10	10	10	10	10	10	10	10	10
Peking	10	10	10	10	10	10	10	10	10
Rangoon	10	10	10	10	10	10	10	10	10
San Francisco	10	10	10	10	10	10	10	10	10
Shanghai	10	10	10	10	10	10	10	10	10
Singapore	10	10	10	10	10	10	10	10	10
Sourabaya	10	10	10	10	10	10	10	10	10
Tientsin	10	10	10	10	10	10	10	10	10
Yokohama	10	10	10	10	10	10	10	10	10

U.S. pressed on aid

Continued from Page 1

contracts placed by countries receiving loans from the parallel fund.

Herr Helmut Kohl, the West German Chancellor, has written to President Reagan stressing the importance of a bigger U.S. contribution.

Mrs Margaret Thatcher, the British Prime Minister, is being urged by Commonwealth leaders to make a similar personal initiative to bring her influence to bear on Washington.

At the Paris meeting, led by Mr Marc Leland, Under-Secretary at the U.S. Treasury, made

clear no less than four times that Washington's position on IDA was not negotiable.

The U.S., which is holding out to contribute only 25 per cent of the agency's resources, against 27 per cent during the previous three-year period of IDA funding, wants to pay only \$750m a year over the next three years.

This compares with \$1bn sought by the other nations and the World Bank, and \$645m which has actually been authorised by Congress for IDA funding during the past two fiscal years.

There are no finer springs than Springs by **Riley**

Robert Riley Ltd. Rochdale, Tel: 44551

SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday December 12 1983

NATIONWIDE CARS, VANS, TRUCKS, CONTRACT HIRE, LEASING, FINANCE. Contact Derek Codling at:

COWIES

Fleet Sales

WILLFIELD HOUSE, HYLTON ROAD, SUNDERLAND, Tyne & Wear, NE1 2JF. Tel: 0206 341221. Telex: 820206

INTERNATIONAL BONDS

Banks still major force in floating rate note market

BY MARY ANN SIEGHART IN LONDON

A VERITABLE merry-go-round is now in operation in the Eurodollar floating rate note market. As one new issue manager put it: "The banks are rushing in to lend money to people who are saving money by not borrowing from banks."

Or to put it more simply: banks are the major investors in FRNs. Attracted by the liquidity of the paper, they find floaters a relatively risk-free way of building up their balance sheets in a world where good credits are increasingly hard to find.

Non-bank borrowers have found that it can be cheaper to raise money through an FRN than to borrow directly from banks. Hydro-

Quebec might well have got away with finer terms than Creditanstalt. In the floating sector bank investors prefer to buy paper from their fellow banks.

The Creditanstalt deal also showed how tightly fees on floaters could be squeezed without affecting the performance of the bond. Total front-end fees were only 1/2 per cent but the spread over six-month Libor of 1/4 point was slightly more generous than on some recent issues. The bond was very warmly received, trading at a minuscule 0.15 per cent discount.

Last week saw some activity in the sterling bond markets with a £25m Eurosterling bond from Commercial Bank and a £40m domestic debenture from EBF UK. The former was not a great success, launched into a market where sterling was sliding and gilts were weak.

The EBF issue was more interesting for two reasons. It had an eight-year maturity, compared with the usual 25 or 30 years for UK domestic bonds, and EBF had to pay a premium of at least 1/4 point over the equivalent cost in the Eurosterling market.

BNF Bank bond average

Dec 9	Previous
98.155	98.233
High	Low
102.017	97.999

Today should see the launch of a £50m bulldog bond from Spain. It will have a five-year life and will be priced by Samuel Montagu to give an expected yield of about 0.90 per cent over the equivalent five-year gilt; £30 per cent is to be paid now and the balance in March. Spain has been considering a sterling bond for a long time, but previously thought both margins and absolute rates were too high.

Secondary markets in fixed-rate bonds showed signs of Christmas slackness last week. Prices fell in dollars, D-Marks and Swiss francs, with the biggest losses in Germany, and turnover was very low.

Creditanstalt-Bankverein shows that banks must still be the major investor force. In the fixed-rate market, where bank names have gone out of favour with inves-

CREDITS

Rush to complete loan for Brazil

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT, IN LONDON

BANKS ARE now rushing to complete Brazil's \$6.5bn loan in time for a first disbursement before the end of the year.

Prof Antonio Delfino Netto, the Planning Minister, and Sr Affonso Pastore, central bank governor, are visiting Spain and the Middle East to rally banks that have not yet subscribed to the credit.

The International Monetary Fund has meanwhile reassured bankers that a parallel package of \$2.5bn in loans from governments is in place. The government package is a precondition for any disbursement of the bank loan.

Later this week, the advisory committee of leading creditor banks, which is chaired by Citibank, will meet in New York amid expectations of a decision on disbursement. Brazil needs the money before the end of the year to eliminate debt interest arrears of more

than \$2.5bn, but the schedule has become tight, prompting speculation that bridging finance will be needed.

Leading creditor banks still, however, still display extreme distaste for more bridging finance.

If the disbursement schedule cannot be met, Brazil may therefore simply be left to reduce its arrears to less than the critical 90-day mark. That could be done from the country's existing resources, including the \$1.8bn being made available today from a previous bank loan.

Mexico, meanwhile, begins talks today with its leading banks on a new loan of \$3.5bn to \$4bn to cover its needs for 1984. Margins on the loan are expected to be lower than on this year's \$5bn credit, but Mexico is also believed to want a longer maturity of 10 years, with repayments beginning after five years.

That would help the country to

avoid piling more repayment burdens on to a debt profile that is already bulging with maturing loans in the second half of this decade.

Last week, Yugoslavia's leading creditor banks agreed in principle to refinance some \$1.6bn in medium and long-term debt falling due next year. That depends on Western governments also being prepared to refinance about \$600m in maturing debt.

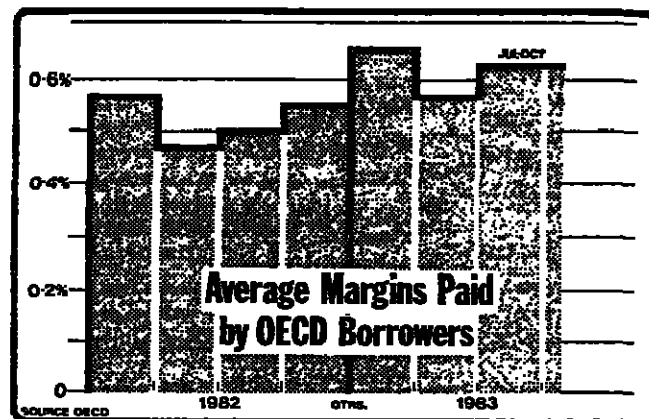
After this year's rather tortuous negotiations between the banks and Yugoslavia, talks for refinancing 1984 maturities might go fairly smoothly. Yugoslavia is expected to ask its bank creditors for a temporary freeze on repayments until the end of March to allow time for conditions to be worked out.

Banks are already talking of a seven-year refinancing instead of this year's six-year maturity and a

small cut in margins, but one area of disagreement remains the question of Yugoslavia's need for new money.

The Yugoslav National Bank has about \$700m in freely available foreign-exchange reserves and is forecasting a current-account balance of payments surplus of some \$800m next year, compared with a deficit of \$300m this year. Creditor banks reckon that means the country should be able to do without any fresh loans, but the International Monetary Fund is understood to be keen on an arrangement for some new money in case the country's cash-flow is tighter than expected.

Rather less progress was made last week on the Philippines' efforts to refinance \$2bn in debt maturing up to the end of 1985, as well as to secure the extension of about \$3.5bn in trade credits and new money totalling \$1.6bn.



Discussions with commercial banks were again adjourned in mid-week to allow the country more time for talks with the IMF and government creditors. The U.S. and Japan are expected under the Philippines programme to provide about \$600m in official finance, \$200m in a temporary bridging loan.

Elsewhere, the fact that margins are beginning to drop for top-rated borrowers was shown yet again last week with the 10-year, £100m credit being led for Ireland by Allied Irish

and Lloyds Bank International. Lenders will receive interest at a margin of 1/4 per cent over sterling money-market rates for the first three years, rising to 1/2 per cent thereafter.

Some bankers regard those terms as too fine for Ireland, which is not generally regarded as quite such a strong credit as France or Sweden, but there is already keen interest at lead manager level and the credit might be helped by a potential scarcity of Irish paper next year.

CURRENT INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Au. life years	Coupon %	Price	Lead Manager	Offer yield %	Borrowers	Amount m.	Maturity	Au. life years	Coupon %	Price	Lead Manager	Offer yield %
U.S. DOLLARS								U.S. DOLLARS							
Brown Boveri \$	60	1985	12	4 1/4	100	SBCI, CSFB, UBS Secs.	-	U.S. DOLLARS	50	1989	-	2 1/4	100	UBS	-
IAHS \$11	200	2008	25	12 1/4	98.30	Solomon Bros.	12.341	U.S. DOLLARS	50	1988	-	4 1/4	-	UBS	-
Creditanstalt \$	100	1994	10	1/4	100	Morgan Stanley, EBC, CSFB, Sam. Montagu, SBCI, CSFB	-	U.S. DOLLARS	100	1994	-	9	-	Sofitic	-
Hydro-Quebec \$	200	1994	10	1/4	100	-	-	U.S. DOLLARS	100	1994	-	7	-	SBC	-
D-MARK								STERLING							
Amco Ind. \$	100	1991	8	8 1/4	100	Deutsche Bank	8.258	Commerzbank \$	25	1998	6.04	11 1/2	100	HBI Samuel, SG Warburg	11.500
South Africa \$	200	1991	8	8 1/4	99 1/4	Deutsche Bank	8.634								
MEGAL \$	150	1994	9 1/2	8 1/4	99 1/4	Dresdner Bank	8.364								
SWISS FRANCES								NOR. KRONER							
Chapel Pharm. **\$	100	1988	-	2 1/4	100	SBC	2.825	Exportfinans \$	200	1988	5	12	100	Dan norske Creditbank	12.000
Majid Saka **\$	100	1988	-	2 1/4	100	SBC	2.825								
Osaka Machinery **\$	50	1988	-	2 1/4	100	Bque. Morgan Grenfell on Suisse	2.825								
Umi Corp. **\$	50	1988	-	2 1/4	100	CS	2.750								
Yoko Ind. **\$	35	1988	-	2 1/4	100	CS	2.750								
Kirin Brewery **\$	100	1988	-	2 1/4	100	UBS	2.580								
Brother Ind. **\$	50	1988	-	2 1/4	100	UBS	2.580								
Suzuki Sangyo **\$	20	1988	-	4	100	Swiss Volksbank	4.000								
Hosun Corp. **\$	20	1988	-	2 1/4	100	SBC	2.750								
SON \$	100	1983	-	5 1/4	100	CS	5.750								
Haka Ind. **\$	10	1988	-	5 1/4	100	Bank Lau	5.125								
Elec. Power Dev. Co. \$	100	1993	-	5 1/4	99 1/4	UBS	5.692								
World Bank **\$	300	1989	-	5 1/4	100	SBC	5.750								
Tokyo Sangyo **\$	150	1988	-	2 1/4	100	SBC	5.750								
Kanabo Ind. **\$	50	1989	-	2 1/4	100	CS	5.750								

* Not yet priced. † Final terms. ** Placement. \$ Convertible. † Floating rate note; coupon is spread over 6-month Libor. † With warrants. † Minimum. † Dual currency issue repayable in dollars. † Registered with U.S.S.E.C. Note: Yields are calculated on AIBD basis.

This announcement appears as a matter of record only.

NEW ISSUE

November, 1983

Can. \$50,000,000

Avco Financial Services Canada Limited

13% Guaranteed Notes Due 1989

Unconditionally Guaranteed as to Payment of Principal and Interest by

Avco Financial Services, Inc.

Kidder, Peabody International

Salomon Brothers International

Wood Gundy Limited

Amro International Limited

Banque Bruxelles Lambert S.A.

Banque Générale du Luxembourg S.A.

Banque Internationale à Luxembourg S.A.

Banque Nationale de Paris

Banque Paribas

CIBC Limited

Crédit Commercial de France

Crédit Lyonnais

Dresdner Bank

European Banking Company

Kreditbank International Group

Orion Royal Bank

Richardson Greenshields of Canada (U.K.)

Société Générale

Société Générale de Banque S.A.

Swiss Bank Corporation International

85,000 Exchangeable Units

Dart & Kraft Finance N.V.

\$85,000,000 7 3/4% Guaranteed Debentures Due 1998

Payment of Principal and Interest Guaranteed on a Subordinated Basis by

Dart & Kraft, Inc.

with

Warrants to Purchase Shares of Common Stock of

Minnesota Mining and Manufacturing Company

MORGAN GUARANTY LTD

GOLDMAN SACHS INTERNATIONAL CORP.

AMRO INTERNATIONAL LIMITED	COMMERZBANK AKTIENGESELLSCHAFT	CREDIT LYONNAIS
DEUTSCHE BANK AKTIENGESELLSCHAFT	KLEINWORT, BENSON LIMITED	
MANUFACTURERS HANOVER LIMITED	MERRILL LYNCH CAPITAL MARKETS	
MORGAN GRENPELL & CO. LIMITED	MORGAN STANLEY INTERNATIONAL	
NOMURA INTERNATIONAL LIMITED	SALOMON BROTHERS INTERNATIONAL	
SOCIÉTÉ GÉNÉRALE DE BANQUE S.A.	SWISS BANK CORPORATION INTERNATIONAL LIMITED	
UNION BANK OF SWITZERLAND (SECURITIES) LIMITED		
ALGEMENE BANK NEDERLAND N.V.	BANCA DEL GOTTARDO	BANK OF AMERICA INTERNATIONAL LIMITED
BANK OF CREDIT AND COMMERCE INTERNATIONAL (OVERSEAS) LIMITED	BANK GUTZWILLER, KURZ, BUNGENER (OVERSEAS) LIMITED	
BANK OF HELSINKI LTD.	BANK LAU INTERNATIONAL LTD.	BANK MEES AND HOPE NV
BANK OF TOKYO INTERNATIONAL LIMITED	BANKERS TRUST INTERNATIONAL LIMITED	BANQUE BRUXELLES LAMBERT S.A.
BANQUE NATIONALE DE PARIS	BANQUE PARIBAS	BANQUE DE PARIS ET DES PAYS-BAS (SUISSE) S.A.
BANQUE POPULAIRE SUISSE SA LUXEMBOURG		BANQUE PRIVÉE DE GESTION FINANCIÈRE BPGF
BANQUE WORMS	BARCLAYS BANK GROUP	BARING BROTHERS & CO., LIMITED
BLITH EASTMAN PAINE WEBBER INTERNATIONAL LIMITED	JAMES CAPEL & COMPANY	CAZENOVE & CO.
CONTINENTAL ILLINOIS CAPITAL MARKETS GROUP	COUNTY BANK LIMITED	CREDITANSTALT-BANKVEREIN
CRÉDIT COMMERCIAL DE FRANCE		CRÉDIT INDUSTRIEL D'ALSACE ET DE LORRAINE
CREDIT SUISSE FIRST BOSTON LIMITED	DAIWA EUROPE LIMITED	DILLON READ OVERSEAS CORPORATION
DRESCHER BANK AKTIENGESELLSCHAFT	ENSKILDA SECURITIES	GENOSSENSCHAFTLICHE ZENTRALBANK AG VIENNA
GIROZENTRALE UND BANK DER OSTERREICHISCHEN SPARBANKEN	HAMBROS BANK LIMITED	HILL SAMUEL & CO. LIMITED
THE HONGKONG BANK GROUP	E. F. HUTTON AND CO. LIMITED	IBJ INTERNATIONAL LIMITED
KIDDER, PEAPODY INTERNATIONAL LIMITED	KREDITBANK N.V.	LEHMAN BROTHERS Kuhn Loeb INTERNATIONAL, INC.
LOYDS BANK INTERNATIONAL LIMITED	LTCB INTERNATIONAL LIMITED	MITSUBISHI FINANCE INTERNATIONAL LIMITED
SAMUEL MONTAGU & CO. LIMITED	THE NIKKO SECURITIES CO., (EUROPE) LTD.	ORION ROYAL BANK LIMITED
PHILLIPS AND DREW	PICTET INTERNATIONAL LTD.	PIERSON, HEDLUND & PIERSON N.V.
N. M. ROTHSCHILD & SONS LIMITED	SANWA BANK (UNDERWRITERS) LIMITED	J. HENRY SCHRODER WAGG & CO. LIMITED
SMITH BARNEY, HARRIS UPHAM & CO. INCORPORATED	SOCIÉTÉ GÉNÉRALE	STRAUSS, TURNBULL & CO.
SVENSKA HANDELSBANKEN GROUP	UNITED OVERSEAS BANK S.A. GENEVA	VEREINS UND WESTBANK AKTIENGESELLSCHAFT
J. VONTORSEL & CO.	S. G. WARBURG & CO. LIMITED	WESTDEUTSCHE LANDESBANK GIROZENTRALE
WOOD GUNDY LIMITED		YAMAICHI INTERNATIONAL (EUROPE) LIMITED

November 30, 1983

These securities are not registered under the Securities Act of 1933 and may not be offered or sold in, or to nationals or residents of, the United States. This announcement appears as a matter of record only.

INTERNATIONAL COMPANIES and APPOINTMENTS

U.S. BONDS

Bears fear that Fed cannot prevent rising rates

THE U.S. credit markets took another battering last week despite — or in some cases because of — what a veritable bevy of administration and Fed officials, together with a fair sprinkling of Wall Street's gurus, had to say.

Their views, which rarely coincided, swept through an already lethargic market like a whirlwind with nowhere to go. At the end of the week the long bond was 3 points lower at 100 1/4 to yield 11.89 per cent. This despite the better than expected money supply numbers which sparked another half-hearted rally lifting the long bond from a five month low.

The relatively miserable state of the markets reflects a number of factors, including year-end pressures. But more importantly, like the speeches, it also

behind the current high level of interest rates but he declined to speculate on the future course of rates.

Mr Albert Wojnilower of First Boston was less hesitant, dealing the markets a body blow by warning that the nature of the recovery is bringing the prospect of overheating ever closer and adding that he expects a gradual increase in interest rates followed by a "much bigger" increase.

Mr Preston Martin, the Fed's vice-chairman, rounded off the week by telling the markets they were paying too much attention to the weekly money supply numbers. Mr. Martin said he is playing "a minor role" in determining Fed policy.

What the markets detect behind the words is that the pace of the recovery and the political atmosphere in the run-up to the Presidential elections could have the Fed wedged between the proverbial rock and a hard place.

While views sharply differ — and timing is seen as being particularly crucial — the bears on Wall Street have one current nightmare that runs something like this. If the economy overheats and the Fed does nothing, sooner or later inflation and long-term rates will rise. If the Fed eases, inflation fears will be rekindled — pushing rates higher — and, if the Fed firms to slow the economy, rates could move higher anyway, at least in the short term.

Next week brings another rash of economic statistics including November retail sales today and the producer price index and housing starts on Friday. These figures will be closely watched because of the perception that the Fed's policy-making Federal Open Market Committee will have the economy particularly in mind when it meets a week tomorrow.

Meanwhile the temporary lull in Treasury auctions is coming to a close. On Wednesday the Treasury is expected to announce the auction of \$8bn in two-year notes for sale on December 21 followed by the auction of \$8bn of one-year notes.

Fed Governor, Mr Henry Wallich, said a reduction of \$100m in the Federal budget deficit would bring long-term rates down by 150 points. In contrast Mr Donald Regan, the Treasury Secretary, said budget deficits were only one factor

U.S. INTEREST RATES (%)

	Week to Week	Dec 9	Dec 12
Fed funds rate	9.46	9.27	
Three-month T-bills	9.50	9.42	
Three-month T-bills	9.96	9.35	
Three-month T-bills	11.89	11.82	
AAA Utility	12.86	12.76	
AAA Industrial	12.70	12.50	

Source: Salomon Bros. (estimates). In the week to November 22, M1 fell by \$2.1bn to \$517.1bn. In November M2 rose by \$4.6bn to \$2,768.4bn and M3 rose by \$2.1bn to \$2,588.1bn.

reflects the current sharp debate about the course of the economy, interest rates and Federal Reserve Bank policy.

The debate is taking place in an increasingly heated political environment. The latest House Committee attack on Paul Volcker and "Fed secrecy".

A thimble-sized guide to the views of a few of last week's major participants looks like this:

Mr Paul Volcker, the Fed chairman, first reassured and then on reflection confused the markets by saying there had been no "major" change in Fed policy.

Fed Governor, Mr Henry Wallich, said a reduction of \$100m in the Federal budget deficit would bring long-term rates down by 150 points. In contrast Mr Donald Regan, the Treasury Secretary, said budget deficits were only one factor

BHP forms trust to aid Queensland coal venture

BY MICHAEL THOMPSON-NOEL IN SYDNEY

INGENIOUSLY. Broken Hill Proprietary (BHP) is forming a unit trust that will make a \$434m (US\$307m) take-over offer for Umal Consolidated.

Umal owns an important stake in the Queensland coal mine BHP is acquiring as part of its US\$2.4bn acquisition of the Utah International resources group from General Electric of the U.S.

Under the plan, which has Umal's blessing, the trust will hold up to 25 per cent of the consortium BHP is forming to handle Utah's Queensland mines.

Non-Australian resource assets being acquired in the Utah deal will belong wholly to BHP.

For tax reasons, Umal has been under pressure from some shareholders — led by merchant bank BT Australia — to transform itself into a trust for some time.

BHP will offer Umal shareholders 310 AS1 units in the new Queensland Coal Trust for every 100 Umal shares held. If acceptance reaches 90 per cent the offer will become 320 units per 100 shares. The offer values each Umal share at A\$3.10, against Friday's closing

price of A\$2.70. The offer is conditional.

It now appears that ownership of the new Queensland consortium being formed by BHP will be as follows: BHP, 35-40 per cent; GE, 20-25 per cent; the Queensland Coal Trust, up to 23 per cent; Mitsubishi Development, 12 per cent; and the Australian Mutual Provident Society, 7 per cent.

The latter two already hold similar stakes in the existing Utah coal consortium.

Finance for the Utah deal — easily the biggest acquisition ever by an Australian company — has already been arranged.

Australia's decision to float Umal from today may well have been precipitated by Thursday's application by Elders-IXL to bring A\$700m into the country.

Elders' managing director, said yesterday that his company had applied to the Reserve Bank of Australia to bring in the money to help fund its A\$930m take-over bid for Carlton United, the country's largest brewer.

On Friday, foreign currency dealings were suspended, causing Elders' monetary concern, before the authorities an-

nounced that the local dollar would be floated from today.

Mr Elliott said he was "delighted" with the float, which would "bring Australia into the 21st century when it comes to money."

Cub owns 49.4 per cent of Elders-IXL. On Friday Elders launched an on-market buying spree, at A\$3.82 per CUB share, following an earlier offer of six Elders shares plus A\$12.20 cash for every 10 CUB shares.

By the close of trading on Friday, which saw a record national sharemarket turnover of more than A\$300m, Elders had accumulated just under 35 per cent of CUB.

Elders is expected to gain formal control of CUB early this week.

Yesterday, breaking more than a week's silence, Mr Elliott spoke of a "friendly merger" between CUB and its former subsidiary.

CUB's management has been criticised for not reacting to Elders' move, but yesterday's remarks by Mr Elliott made it clear that a merger had been on the cards for more than a year.

Bulldog bond for Trinidad and Tobago

By Peter Montgomerie

Trinidad and Tobago is planning to launch a \$50m five-year bulldog bond on the British market early in the new year, Mr Kenneth Valley, a senior Finance Ministry official, said in London over the weekend.

Mr Valley said he hoped to obtain a margin of between 125 and 150 basis points over the equivalent fixed-rate stock for the borrowing. This compares with the 90-point margin expected on today's \$50m five-year issue for Spain.

The Trinidad issue is, however, already somewhat controversial as the Bank of England leads to frown on the pre-announcement of issues in the bulldog market.

Trinidad is not particularly well known to bond investors, but government officials are hoping that the market will recognise the country's economic record.

Although Trinidad's foreign exchange reserves have fallen this year, they still stand at about \$2.5bn which represents 10 months of imports.

Credit extension for Eastern Airlines

BY TERRY DODSWORTH IN NEW YORK

EASTERN AIRLINES, the financially troubled U.S. carrier, has reached agreement on the extension of credit lines from its major bankers following its pace-setting wage reduction package which is expected to slash costs by around \$370m next year.

The salary deal will mean pay reductions of 18 per cent for most of the company's 37,500 workforce, with the pilots, who currently earn up to \$105,000 a year, dropping by 22 per cent.

This settlement has apparently persuaded the company's 67 leading institutions that it should be able to pull back into profits over the next 12 months. "They had refused to grant us further waivers on our loan covenants unless we could show that we would not lose money next year," the company said. In the first nine months of this year Eastern lost \$125m.

In addition, the airline has received the go ahead from a consortium of French and West German banks for the delivery of a new Airbus A300, which were being held up pending the reorganisation. Purchase of the aircraft, which is part of a wider ranging upgrading of Eastern's fleet, is being largely

financed with export credits, and delivery has been made contingent on Eastern hammering out a lower cost structure.

Eastern has been one of the hardest hit of the U.S. airlines during the recession, partly because of heavy debts built up to finance its ambitious aircraft acquisition programme. Over the last 12 months it has been heavily dependent on credit lines extended by its lending institutions, including a \$400m facility from a consortium of 28 banks, which have now agreed to continue their support.

The contract with the unions will have to go to shareholders for approval since it also involves a heavy dose of worker participation. In recompense for the salary handbacks, the workforce is to be given new shares which will eventually amount to 25 per cent of Eastern's equity. The deal also gives the employees the biggest voting block.

At the same time, the union has won concessions on worker representation on the Board and in key management decision making. However, shareholders, who have not received dividends since the late 1970s are expected to concur in the settlement.

Restructuring at ANZ Bank

BY MICHAEL THOMPSON-NOEL IN SYDNEY

ANZ BANK has made some major changes to its executive structure. Mr A. G. Kilpatrick, at present chief general manager and a director, becomes deputy managing director. Mr W. J. Bailey and Mr R. A. D. Nicolson become chief general managers.

Mr Bailey will be responsible for domestic banking and management services and Mr Nicolson for corporate and international banking and management services.

ANZ is upgrading its top posts in New South Wales and Mr R. B. Dickinson, general manager funds management, will assume leadership of its banking operations there as general manager New South Wales. He will be supported by Mr R. C. Tuxford as assistant general manager domestic banking (restructuring to New South Wales from state manager Western Australia) and Mr R. N. Fenton as assistant general manager corporate banking (from the bank's corporate banking headquarters). Mr Dickinson will replace Mr A. G. Whit-

shire, assistant general manager and state manager, who is retiring soon. ANZ is establishing a division under the leadership of Mr D. (Jim) Nicolson, general manager branch banking, to incorporate its fund management function and to care for its expansion into the broader area of financial services. Mr Nicolson will be general manager finance.

Mr James J. Verrant has been appointed to the new position of associate group vice-president, information systems international, from January 1. Mr Verrant will have responsibility for all information systems operations in Canada, Mexico, Australia and the Far East.

Mr Verrant is vice-president and general manager of Honeywell's division in Phoenix, Ariz., a position he has held since 1980. Mr Edward T. Hurd will succeed Mr Verrant as vice-president and general manager of the Canadian Government and U.S. Government has had the right to elect a director to Massey's board since its 1981 agreement with the company, but has not chosen

to exercise that right before now.

Mr John R. Dowdle, senior vice-president of BOOZ ALLEN AND HAMILTON, has been named regional manager of the company's Middle Eastern operations. Mr Dowdle, formerly Booz Allen's Western U.S. regional manager, will be responsible for operations in Saudi Arabia, Kuwait, the Near East, Egypt and Pakistan.

Mr Christopher J. N. Robinson has been appointed senior vice-president of REED STEINHOUSE INTERNATIONAL INC., a division of the international insurance brokerage company Reed Steinhous Inc. Mr Robinson serves as foreign brokerage manager, with responsibility for the development and U.S. coordination of multinational accounts headquartered outside North America. He is based in the New York office.

The Bank of England has seconded Mr Robin P. Webster to the Monetary Policy Committee. Mr Webster is an adviser on monetary affairs, initially for two years. He succeeds Mr J. E. Neokes, who left Bahrain at the end of last year to regulate the banking system in the Isle of Man.

INTERNATIONAL APPOINTMENTS

Mr Richard S. Hickock has been elected to the board of KENNEDY & MCKENNA COMPANY. He is chairman emeritus of Main Hurdman, certified public accountants.

Mr Donald J. Sellinger, who served for 16 years with Chemical Bank, has been appointed general manager of BAHRAIN INTERNATIONAL BANK (BIB) in succession to Mr Yves Bernard. BIB is an offshore bank launched in Bahrain last year by a group of predominantly Kuwaiti investors. It is capitalised at US\$180m.

ALUBAH ARAB INTERNATIONAL BANK, based in Bahrain, has appointed Mr Patrick Mason as general manager from January 1. Mr Mason is a 100 per cent Arab-owned member of the UBAF Group in London. Mr Abdel Latif Hassan, who set up the Bahraini UBAF, has been appointed general manager of Union de Banques Arabes et Françaises (UBAF) in Paris.

EUROBOND TURNOVER

(nominal value in \$m)

U.S. \$ bonds: Last week 5,294.2 9,813.3 Previous week 4,610.3 10,511.7

Other bonds: Last week 1,128.0 957.4 Previous week 1,532.0 1,466.4

FT INTERNATIONAL BOND SERVICE

Change on day

YEN STRAIGHTS: Issued Bid Offer day week Yield

OTHER STRAIGHTS: Issued Bid Offer day week Yield

FLOATING RATE NOTES: Denominated in dollars unless otherwise indicated. Coupon shown is minimum. Ctd = Current spread = Margin above six-month offered rate (three-month; if above mean rate) for U.S. dollars. Csp = Current coupon. Cstd = The current yield.

CONVERTIBLE BONDS: Denominated in dollars unless otherwise indicated. Ctd = Current date for conversion into shares. Csp = Current spread = Margin above six-month offered rate (three-month; if above mean rate) for U.S. dollars. Cstd = The current yield.

This announcement appears as a matter of record only.



ASSOCIATES CORPORATION OF NORTH AMERICA

U.S. \$400,000,000

Revolving and Term Loan Facility

Arranged by

Merrill Lynch Capital Markets

Provided by

The Bank of Nova Scotia	Westdeutsche Landesbank Girozentrale
Dresdner Bank AG	Bank of Montreal
New York/Grand Cayman Branches	
Bank of America NT & SA	Barclays Bank International Limited
Lloyds Bank International Limited	Canadian Imperial Bank of Commerce
	Atlanta Agency
Midland Bank PLC	Crédit Lyonnais
DG BANK Deutsche Genossenschaftsbank	National Westminster Bank Group
Cayman Islands Branch	
The Royal Bank of Canada	Banque Nationale de Paris
	New York Branch
Allied Irish Banks Limited	Banque Paribas
National Bank of Canada	Nederlandsche Middenstandsbank N.V.
	New York Branch
The Toronto-Dominion Bank	Union Bank of Switzerland
Atlanta Agency	
Bank of Ireland	InterFirst Bank Dallas, N.A.
Kredietbank N.V.	Bank für Gemeinwirtschaft AG
Grand Cayman Branch	New York/Cayman Islands Branches
Credit Suisse	Daiwa Bank Trust Company
NCNB National Bank of North Carolina	Texas Commerce Bank National Association

Société Générale

New York Branch

Agent Bank

Merrill Lynch International Bank Limited

December 1983

البيان المالي

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 19

هكذا آمنه الأصل

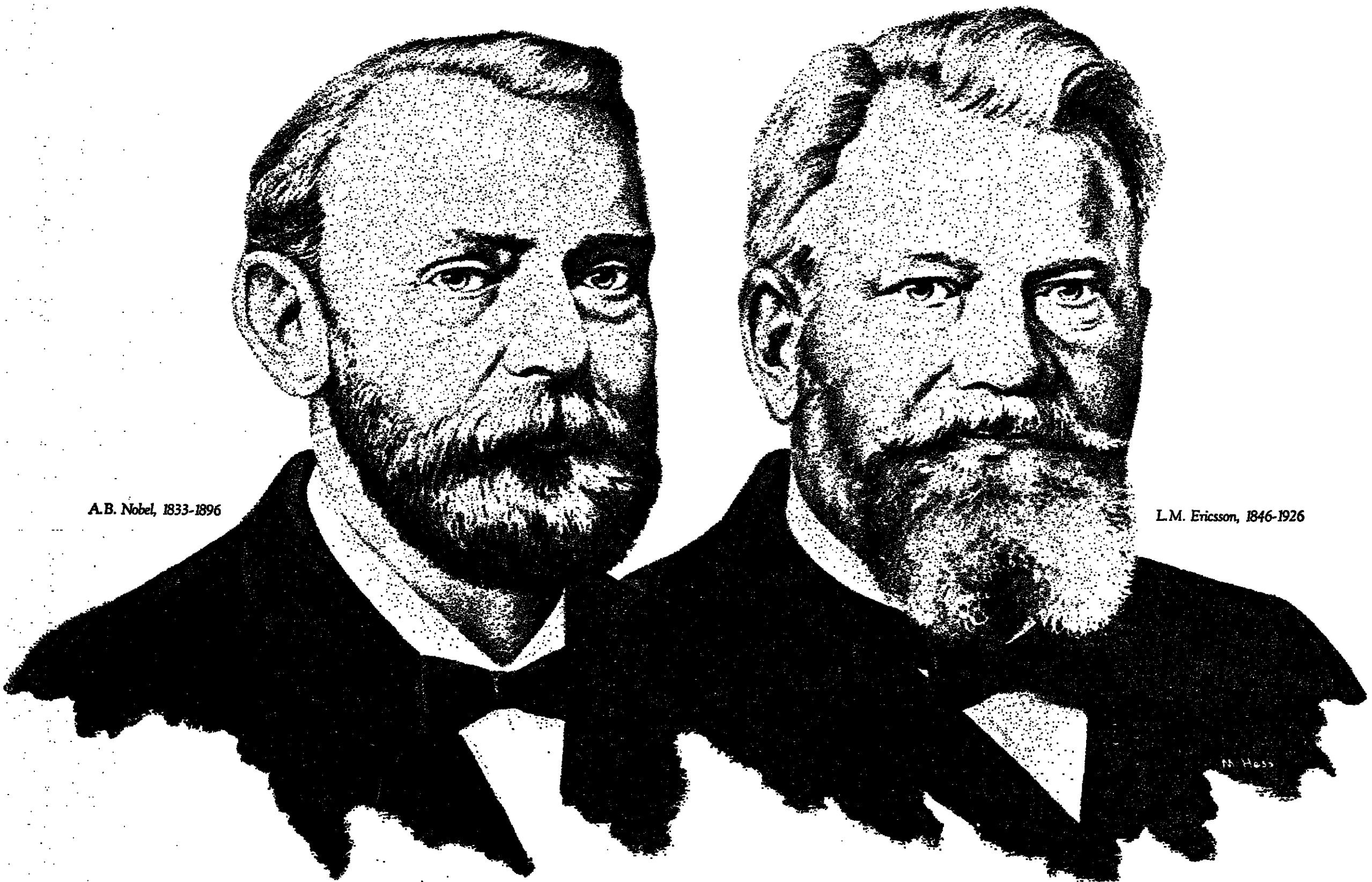
كتابي الأصل

Continued on Page 23

كتابي الأصل

Sales figures are unimpaired. Yearly highs and lows reflect the product 50 weeks plus the current week, but not the late trading day. Where a split or stock dividend amounting to 10 percent or more has been paid, the year's high-low range and volume are based on the adjusted figures. Dividends are not ignored, rates of dividends are annual distributions based on the latest declaration.

a-dividend also extral(b)-annual rate of dividend paid stock dividend, c-liquidating dividend, d-called c-new year, "e-e-dividend declared or paid in preceding 12 months," f-dividend in Canadian funds, subject to 15% non-resident dividend declared after split-up or stock dividend, g-dividend paid this year, limited, deferred, or no action taken at latest dividend meeting, h-dividend declared prior to 12 months, i-dividend paid with dividends in arrears, n-new issue in the past 52 weeks. The high-low range began with the start of the 12-month day delivery, P/E-earnings ratio, j-dividend declared in arrears in preceding 12 months, k-dividend in arrears, l-stock split, dividend begins with date of split, m-calls, dividend paid in stock in preceding 12 months, estimated call value on ex-dividend or call date, n-liquidating dividend, o-highly leveraged, p-bankruptcy or receivership or being reorganised under the Bankruptcy Act, or securities assumed by such companies, wd-without distributed, wd-included, x-dividend without, y-ex-dividend and sales in, yd-yd-2 sales in, z-sales in.



A.B. Nobel, 1833-1896

L.M. Ericsson, 1846-1926

ONE MAN'S NAME IS ON EVERYBODY'S LIPS. THE OTHER ONE'S SOON WILL BE.

They both lived in Stockholm during the second half of the 19th century. Both were prominent inventors and industrialists.

Alfred Bernhard Nobel was a chemist. His most famous invention was dynamite. But he is best known for bequeathing his vast fortune to institute the prizes that bear his name.

Lars Magnus Ericsson was a telecommunications pioneer. The company he started over a hundred years ago is the world's fourth largest in its field.

This year, it is 150 years since Alfred Nobel was born. And his prizes will be awarded again for the 82nd time.

We at Ericsson want to remind you of this occasion not for sentimental, historical reasons, but because we firmly believe that science and technology can help make the future better for all of us.

We have been helping to make communication between individuals, organizations and nations easier ever since the days of Alfred Nobel. Today, we are known as the pioneer in the digitalization of the global telephone network.

And the more we innovate in areas like data processing, information systems and cellular radio, the better you, too, will get to know us.

Write to us, on your company letterhead, for a free 12-page booklet on Alfred Nobel and his work—and a little on what Ericsson's all about.

ERICSSON 

TELEFON AB L.M. ERICSSON, 11625 STOCKHOLM, SWEDEN

ET UNIT TRUST INFORMATION SERVICE

[illegible][illegible]**Insurances—continued**[illegible][illegible]

Forbes Securities Management Co				2-mart class	DMS1.1198	+ 0.0067	---
PO Box 887, Grand Cayman, B.W.I.				Dutch Gladr	DFIS1.1530	+ 0.0063	---
London Agents 01-839 3013				Jap Yen cl	YS.154.5364	+ 0.7699	---
Gold Inc	\$9.49	10.00	12.9			
Gold Acc	\$7.42	7.82	---			
Northcap Fund Managers (Bermuda) Ltd							
Bank of Bermuda Buildings, Bermuda.							

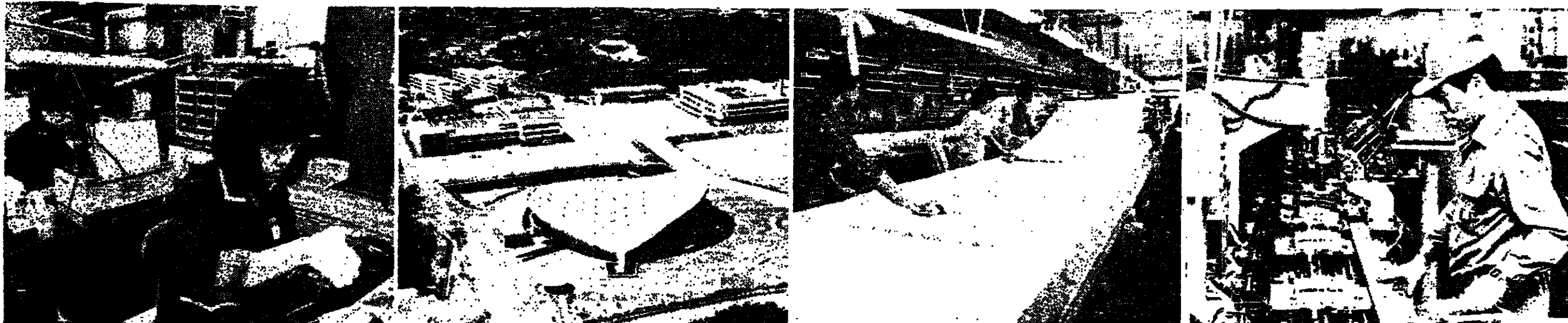
[illegible]

It is proposed to publish a Survey on the above
subject on
TUESDAY 13th MARCH 1984
For further details and advertising rates
please contact:
HUGH SUTTON
Financial Times Ltd.
Cracken House, 10 Cannon Street, London EC4P 4
Tel: 01-248 8000 Ext. 3300

[illegible]

OIL AND GAS—Continued

FINANCIAL TIMES SURVEY



Left to right: Testing cameras at Nikon's Tokyo plant; Matsushita's (National Panasonic) training centre at Osaka; making clothes at Jan Sin Mee Garments; machining parts for video recorders at Sanyo, Osaka

By Charles Smith

JAPAN'S INDUSTRY has begun a modest recovery this year from the recession into which it was plunged at the end of 1981 when Western nations abruptly cut back on their purchases of Japanese products. However, recovery has brought with it a number of worries as to where the economy may be going next and about prospects for sustained growth in the next year to 18 months.

A paradox that is causing concern both to Japan's economic planners and to foreign observers is that while industry is riding the crest of a new export boom, recovery of demand inside Japan is taking time to materialise.

No less disturbing is the fact that the healthy growth of industrial production which set in just before the middle of 1983 has so far been unaccompanied by any sign that Japanese companies plan to increase investment in new plant and equipment.

The various imbalances that have accompanied Japan's emergence from its 1981 recession (and which recently led the Economic Planning Agency to remark that the economy is in a state of "imperfect combustion") can be explained at least partly by factors outside Japan's control. These include the high level of U.S. interest rates which have made it hard for Japan to bring down its own rates to a level where industry

might feel encouraged to embark on a fresh round of investment.

However, there is also a structural paradox at the heart of Japan's current economic predicament which could explain much of what has happened—or not happened—during the past few months. This is that while one section of Japanese industry seems to be dying on its feet something very like the second industrial revolution is occurring elsewhere in the economy.

Japan's older basic materials industries have become almost completely unviable in the face of high energy costs ushered in by the second oil crisis and are now being scaled down to one half or less of their former size, or in some cases being phased out completely. The demise of industries such as aluminium or petrochemicals has coincided with the explosive growth of a new generation of industries that are knowledge-intensive, rather than materials-intensive, and which depend to a minimum extent on imported inputs.

The new generation of industries centres around integrated circuits of which Japan is now the second largest manufacturer after the U.S. But the use which has been made of the electronic chip as a seed of industrial renovation in Japan, contrasts sharply with the way chips were originally put to work in their country of origin.

Japanese companies were the first to produce integrated circuit-powered desk top and

Japanese Industry

A modest recovery from recession brings with it worries about prospects for sustained growth. The paradox is that while exports are booming, recovery of demand inside Japan is taking time to materialise

pocket calculators and the sector realises that the number of parts in colour TV sets could be drastically reduced by integrated circuitry.

Since the advent of chip-driven calculators a range of Japanese industries which could never have come into existence or at least never flourished without integrated circuits, has expanded enormously. The list now includes the numerically controlled machine tools which account for half the output of Japan's machine-tool industry, video tape recorders, and the Japanese word processors.

Integrated circuits represent the core of the second industrial revolution that Japan has been experiencing since shortly be-

fore the second world oil shock, but electronics alone would certainly not have brought Japanese industries to where they are today. A development for the production of miniature bearings in the 1970s went hand in hand with the chip revolution to produce "mechatronics" products that combine advanced electronics with equally advanced engineering.

Outside the field of electronics Japanese companies involved in old industries such as steel or textiles, have diversified into new areas while making use of traditional skills and knowhow.

The Japanese steel industry, faced with a roadblock to its further growth as a producer of ordinary steel (in the face of

shrinking world markets and competition from new industrial countries), has branched into new directions which include chemicals and engineering.

The once mighty Japanese synthetic textiles industry now also beating a slow retreat in the face of high energy costs, has turned itself into a pioneer in the development of new materials ranging from acrylic-based carbon fibres to artificial suede.

The final instance of structural change in the Japanese economy is the appearance of a new generation of service industries, catering either to companies in traditional economic sectors that are in search of a way to cut overheads or to consumers

who have more time on their hands today than in earlier and more hectic phases of Japan's economic development.

Japan's numerous small service companies have frequently been dismissed as insignificant in comparison with heavyweight sectors such as steel or cars. In 1980, however, combined investment by the service sector amounted to marginally more than the total value of investment in new generating equipment by the electric power industry and to more than double the investment of either the motor or the steel industries.

The growth of the service sector together with the appearance of new electronics industries has served to keep the

Japanese economy moving during the past few years while traditional pillars of the economic system have been crumbling.

But the new "soft" industries, as they have been called by government economists, have brought problems as well. According to the Finance Ministry which coined the term "softomics" in a book on the Japanese economy issued early this year, the new trend means, first and foremost, that the government has become seriously short of information about what is happening in the economy.

Service sector companies as well as many of the small high-technology companies, as the major users of robots and numerically-controlled machines, tend to be small enough to avoid the attention of the Japanese tax authorities and they are unlikely to be invited to become members of the various industry associations through which Japanese economic ministries keep in touch with different sectors of the economy.

A further problem posed by the growth of the new soft sectors is that of statistical definition. Japan's Industrial Taxation Index which generally has been regarded as a key economic indicator is based overwhelmingly on the product of the traditional "hard" industries. A new industrial production index which makes due allowance for soft sectors of the economy is seen as an

CONTENTS

Business	
Investment	II
Trade	II
Acquisitions	IV
Leasing	IV
Credit cards	V

New Technologies	
Data base services	VI
Small computers	VI
Computer software	VII
Integrated circuits	VII
Telecommunications	VIII
Satellites	XII
Audio	XII

Traditional Industries	
Car design: research in electronics	IX
Steel: victim of its own investment	VIII
Textiles: growth through diversifying	IX
Cement: Uncertainty as cartel expires	X
Consumers	
Consumer services	X
Leisure	XI
Hotels	XI

Editorial production: Michael Strutt; layout: Phil Hunt

CONTINUED ON NEXT PAGE

Mitsui is bringing people closer together by sending some away.



Sending them some 7936 miles away. To the cities, factories, and people of Japan.

For the tenth year in a row, Mitsui have given eight selected British students the rare opportunity to get a first-hand look at what makes Japan tick.

Through this unique programme, called the "Mitsui Europe Student Programme," Mitsui are endeavouring to promote greater understanding between Japan and the United Kingdom.

The length of the students' stay is approximately two weeks. During this time, they

sample many aspects of Japanese life. Everything from taking a traditional "ofuro" bath, to visiting the Kabuki Theatre, to sleeping on rush mats called "tatami."

But they also get a practical, hands-on look at Japanese companies. How they work. Management philosophy. And manufacturing techniques.

In addition, the students visit British companies operating in Japan, as well as the British Embassy.

The students are from many different backgrounds, and from many different univer-

sities. But regardless of where they're from, each student comes away with a deeper understanding of Japan, and with a greater appreciation of the relationship between the two countries.

As one student put it, "My trip to Japan was the experience of a lifetime. I have learnt a great deal about the country and its people, and have enjoyed myself immensely in their midst. I am sure that in my future career, I will be able to draw on the experiences gained during this trip, and use them to promote Anglo-Japanese friendship."

We couldn't have said it better. Because at Mitsui, we believe in bringing people together with products.

But we also believe in bringing people together with people.

At Mitsui & Co., international relations are important to us. We have over 200 offices in 87 countries, making us one of the world's largest trading companies. We help provide the vital link between supply and demand. For almost any product, or any project. Mitsui & Co. — over 100 years of international experience. Put it to work for you.



MITSUI & CO., LTD.
Traders to the World.

Mitsui & Co., Ltd., Temple Court, 11 Queen Victoria Street, London EC4N 4SB. Tel: (01) 236 2272 Cable: Mitsui London EC4. Telex: 885531.

LONDON DUBLIN ANTWERP ATHENS STOCKHOLM OSLO BERGEN DÜSSELDORF HAMBURG MUNICH VIENNA BERLIN BUDAPEST WARSAW PRAGUE BUCHAREST SOFIA BELGRADE BRUSSELS AMSTERDAM PARIS MILAN LISBON MADRID BARCELONA LAS PALMAS MOSCOW ALGIERS CASABLANCA TUNIS ABIDJAN LAGOS DUALA KINSHASA LUANADA DAR ES SALAAM NAIROBI LUSAKA KITWE JOHANNESBURG NAIROBI KHARTOUM ADDIS ABABA CAIRO TRIPOLI TORONTO MONTREAL VANCOUVER CALGARY NEW YORK CLEVELAND MIAMI WASHINGTON, D.C. CHICAGO DETROIT HOUSTON DALLAS — FORT WORTH ATLANTA SEATTLE PORTLAND SAN FRANCISCO DENVER LOS ANGELES PHOENIX MEMPHIS MEXICO CITY MONTERREY HAVANA PANAMA GUATEMALA QUITO GUAYAQUIL CARACAS PORT OF SPAIN BOGOTA LIMA LA PAZ SANTIAGO SAO PAULO RIO DE JANEIRO BELO HORIZONTE BELEM BRASILIA CASCAVEL BUENOS AIRES ANKARA ISTANBUL AMMAN BEIRUT SANAA DAMASCUS BAGHDAD RIYADH JEDDAH AL-KHOBAR ABU DHABI DUBAI MUSCAT KUWAIT BAHRAIN DOHA TEHRAN KARACHI LAHORE ISLAMABAD DACCA CHITTAGONG NEW DELHI CALCUTTA MADRAS BANGALORE HYDERABAD BOMBAY GOA BHUBANESWAR COLOMBO RANGOON SINGAPORE KUALA LUMPUR KUCHING KOTA KINABALU JAKARTA MANILA BACOLOD BANGKOK HATYAI VIENTIANE BEIJING HONG KONG TAIPEI KAOHSIUNG SEOUL SYDNEY MELBOURNE BRISBANE PERTH PORT MORESBY WELLINGTON AUCKLAND TOKYO AND 49 OTHER BRANCHES THROUGHOUT JAPAN

JAPANESE INDUSTRY II



Imported Mazda cars on a storage lot at Aurora, Illinois. Japan's export successes are still unsettling its trade balance.

Japan's paradox

CONTINUED FROM PAGE I

urgent necessity by the Ministry of Finance and is in fact in the process of preparation.

The second point the Finance Ministry bureaucrats seem to want to stress about the way Japan's economy is likely to work, in the era of "softmonics" is that private investment and public works spending by the government will play a less prominent role in determining economic growth rate than has been the case in the past.

Service industries—despite their predominance in the overall investment league table—require a relatively small amount of capital to produce a given amount of output. Even the new high-technology industries that are based on integrated circuits tend to cost less to equip than steel mills and shipyards.

A corollary of this trend is that investment in high-technology sectors is likely to have to be renewed more frequently than in the old materials-intensive industries, but this merely means, says the Ministry, that investment cycles will be more stable than in the past.

The broad conclusion that the Ministry seems to be drawing from its studies of the "softmonics" of Japan's economy is that there may be less the government can do in

future to influence economic trends as well as less chance of things getting badly out of control.

However, Ministry economists would seem to have either overlooked or deliberately played down one crucial consequence of softmonics—or rather of the enormously increased added value that Japan is likely to apply over the next few years to its raw material imports. This is that the country's need for such imports will tend to grow much more slowly than the growth of the economy and much more slowly than Japan's capacity to export.

Flagging demand for imports of primary produce has been a factor in 1983 in the emergence of a surplus which threatens to pass well beyond ¥30bn (\$128m) and which may invite severe criticism from Japan's trade partners, but the trend could become worse over the next few years according to many forecasts, with the surplus reaching as much as ¥60bn by 1985.

The officials in the Finance Ministry who have been amusing themselves during the past year by elaborating theories of softmonics, may soon have to tackle a much more urgent task—that of finding ways to increase Japan's imports of manufactured goods and food products.

Surplus continues to be embarrassment

Trade

ROBERT COTTELL

JAPAN IS grappling this year with a problem which many less favoured countries would be happy to share—a vaulting trade surplus, likely to exceed U.S.\$ 30bn. The imbalance produces friction abroad, and embarrassment at home.

When, in November, Japan posted its U.S.\$ 2.02bn trade surplus for October, Prime Minister Mr Yasuhiro Nakasone issued a statement saying: "It is indispensable for Japan to contribute to the development of the world economy by increasing the imports of manufactured goods from other countries."

Mr Nakasone's comments reflect Japan's recognition that, as the second-largest economy in the non-Communist world, it has a key role to play in maintaining the healthy world trade on which its own prosperity depends. But Japan's concern is not only about the global trading climate. Its successes in specific export sectors have brought about equally specific protectionist retaliation from imports.

Earlier this year, France decided that all its imports of video cassette recorders had to be processed through a small provincial customs post. The U.S. is cosetting what remains of its domestic motorcycle manufacturing capacity by imposing high taxes on imports.

For most industrial countries, Japan's trade surplus is even more unfavourable than the bald figure suggests. Virtually all of Japan's exports are manufactured goods. But most of its imports are raw materials, including oil.

handbook specifically to assist foreign suppliers to sell to it. Japan is now liberalising its way out of the years in which it deliberately protected its markets in order to develop a domestic manufacturing capacity sufficiently large and efficient to meet local needs and compete internationally. The original policy appears to have succeeded too well.

Japanese consumers like Japanese products so much that, even with the barriers coming down, foreign products have a hard time getting a market foothold.

In the "sunrise" high technology industries, Japan may lag behind the U.S. in research and development, but scores in the market-place by virtue of its mass-production efficiency. In traditional heavy-industry sectors such as steel and shipbuilding, Japan's high productivity makes it best-placed among industrialised nations to compete with the cost-cutting of developing countries.

Awkward

Japan's strong trading position has become particularly awkward during the last two years, as the world has climbed unsteadily out of recession. While Japan's domestic demand has remained relatively weak, its exports have gone striding ahead, and its import bills have been held down by a weaker oil price.

Some U.S. lobbies have been to the fore in accusing the Japanese Government of maintaining a "cheap yen" policy to stimulate imports. Some steady strengthening of the yen is expected over the next year, but most analysts believe the exceptional currency to be the U.S. dollar, kept artificially strong by U.S. Government borrowing to fuel its budget deficit.

A dearer yen could help Japan's trade balance back into line. The Government's economic planning agency estimates that each 10-yen depreciation against the U.S. dollar cuts imports by U.S.\$60m in the first year and U.S.\$2.3bn in the second.

Moving towards a redressal of Japan's trade balance, even with the explicit encouragement of the Japanese Government, is likely to be a painstakingly slow business. Companies may be willing to accept the desirability of imposing more consumer goods, but are hardly likely to translate that acceptability into practice unless consumers, too,

develop a greater enthusiasm for foreign goods. And companies may be willing to import more capital goods. But capital goods are falling as a proportion of Japan's imports as the economy outgrows its older, heavier industries.

Agricultural imports are a sector which Japan does protect with stiff tariff barriers. Here the problem is more political than economic. The farm vote is important to Japanese politicians. And farmers argue that, in any case, more imports of food would make a relatively small impact on the overall trade picture.

For the current year, the Japanese Government has responded to its booming trade surplus with a package of measures designed, not to curb exports, but to promote imports and stimulate domestic demand. According to Mr Nakasone, announcing the package on October 21, the measures "represent a maximum that can be taken under the severe fiscal constraints we face at present."

Mr Sosuke Uno, minister of International Trade and Industry, said that the "most important priorities that Japan should place on economic policies are economic stimulation through the expansion of domestic demand and further opening of the Japanese market, coupled with import promotion, aimed at expanded, balanced growth of international trade."

The heart of the package comprises the following measures for stimulating the domestic economy:

- Public capital spending to be boosted with a ¥1,880bn programme targeted mainly at disaster relief.
- Direct taxes to be cut by ¥1,000bn in the next fiscal year.
- Improved provisions for urban redevelopment and housing production.
- Private sector investment in energy-related plant and equipment to be encouraged, assisted by a higher lending ceiling from the Development Bank of Japan.
- Power supply industry to be encouraged to spend an extra ¥620bn buying and renovating plant.



Japan's efficiency in mass-production makes it difficult for foreign products to gain a foothold. Here sewing machines are being finished at the Ebrokers factory.

● Cheaper loans to small firms from government credit institutions.

To assist imports, the Government also made these proposals:

- Some tariffs to be reduced, including those on semiconductors, electronic cash registers, jute.
- Standards and certification procedures to be made clearer.
- Export-Import Bank of Japan to offer cheap loans to finance imports.
- The Government to strengthen efforts to eliminate discrimination in its procurement policies, and to urge the same attitude on local government bodies.
- Distribution systems for imported goods — particularly tobacco — to be improved; import promotional missions to be despatched to foreign countries.

As part of the October 21 package, Japan also promised a liberalisation of aspects of its

financial system. The Government said it would:

- Consider issuing bonds in foreign markets and guaranteeing bonds in the U.S. market.
- Review restrictions on "forward" foreign exchange dealing in Tokyo and examine prospects for establishing a market in yen-denominated "bankers' acceptances" to facilitate trade.
- Review procedures for foreign enterprises investing in Japanese shares and real estate; and promote foreign entry to banking, securities and insurance sectors.
- Promote industrial co-operation with other countries, and financial co-operation with supra-national bodies such as the International Monetary Fund.

Some of these points were developed further in a November meeting between Mr Nakasone and during the visit of U.S. President Ronald Reagan.

whose major theme was the yen/dollar exchange rate. Mr Reagan, for his part said America would try to keep public spending down—an intent which, if put into practice, should help moderate the dollar's strength.

Issues such as the yen/dollar exchange rate are quantifiable and analysable. More difficult is the vast gulf of non-communication between Japanese officials, who believe that their markets are effectively open; and overseas manufacturers, who believe that Japan's markets are effectively shut by procedural or attitudinal barriers.

There is probably some truth in the contention that foreign businessmen, having in the past taken a justifiably fantastic view of penetrating Japan, are failing now to appreciate how much more liberal Japanese official attitudes have become.

Levels held down by sluggish demand and high interest rates

Investment

JUREK MARTIN

IT IS SOMETIMES said of the Japanese that they are poor at anticipating problems but superb at overcoming them once they become manifest. Evidence supporting the cliché includes Japan's successful adaptation to the first oil crisis, for which the country was totally unprepared, and the orderly nationalisation of suddenly unprofitable industries such as aluminium and, more recently, petrochemicals.

Viewed from a macro-economic level, it is evident that the current slump, even if relative, weakness in the national economy lies in sluggish domestic demand. Hand in glove with this, capital investment, the driving force of the economy during its great expansion from 1955-7, and even a positive factor in the more reduced years since then, has become more of a neutral element recently.

Deterrent

There have been specific recent factors holding down the gross levels of capital investment—high real interest rates, a genuine deterrent to small and medium-sized companies, the running down of excess inventories, a process now largely completed, and lower corporate profits.

With the government's fiscal hands tied by soaring budgetary deficits and domestic monetary policy constrained by the need to protect the yen against high American interest rates, the private sector has received little, if any, official help to get its investment ball rolling again.

What is interesting on this occasion, however, is that the sluggishness of investment does not appear to be a cause of much more than ritualistic concern in Japan. The main reason for this can be ascribed to a general appreciation in both government and industry that investment patterns have changed and will continue to change further as the economy itself evolves from an industrial powerhouse to a more diversified machine geared to the production of technological goods and services.

Put more simply, a steel mill, which, even in Japan, might be expected to have a useful life span of a generation or more has different investment requirements and discipline than a much smaller less energy-intensive facility turning out integrated circuits. Such a plant, the Industrial Bank of Japan observed in a report

earlier this year, already has a lifespan down to four years or less, and in some instances, is probably no longer than two years.

In the first quarter of the present fiscal year, which began in April, total investment in the services sector was running at an annual rate very close to that of the four main industrial sectors (steel, chemicals, cars, and electric power) combined—and in the case of steel, chemicals and electric power, major investment cycles were still running their course.

At the same time the overall flatness in gross investment masks considerable sectoral variation, as the Organisation for Economic Co-operation and Development pointed out in its latest survey on Japan. Productive capacity in the older manufacturing industries rose by just 2.2 per cent in 1982, having risen by exactly twice as much in the year before; in the machinery sector, with its high component of technological innovation, the respective advances were 5.1 per cent in 1982 and 9.2 per cent in 1981.

Another measurement, employment levels, also demonstrates the expansion of both the electrical machinery and services sectors. Although total employment in the Japanese economy rose by 1 per cent, these two sectors recorded advances of 4.1 and 3.4 per cent respectively in 1982; no other individual sector registered an increase of as much as 2 per cent, while overall employment in the secondary sector (mining, manufacturing and construction) actually fell last year for the first time since 1975.

It is obviously much more difficult for the Japanese government, for all its acknowledged expertise, to direct closely the investment in and development of a more diversified service-oriented economy than one dominated by a handful of major industries. However, in contrast with the presumption of the first sentence of this article, it is evident that the government intends at the very least to keep abreast of the changing economic patterns.

Thus, earlier this year, the Economic Planning Agency produced its comprehensive "Japan in the Year 2000" study, which viewed with equanimity the continuing growth of the services and high-technology machinery sectors, whose annual growth rates between now and the end of the century are put at over six and four per cent respectively.

In a separate report, its annual review for fiscal 1983, the EPA states flatly that it believes that a service-intensive economy does not lead to lower productivity or stagnation, but rather acts as a stabilising force in the economy. It even notes,

Outlook for the Industrial Structure

Industry	Real gross domestic product at 1975 price (in trillion yen, %)			Average annual increase rate (%)	
	1970	1980	2000	1970-1980	1980-2000
Primary industry	7.1	7.1	8.2	0.0	1.3
Secondary industry	(61.1)	(61.7)	(62.1)	5.9	4.5
Mining and manufacturing	35.7	67.4	170.9	6.6	4.8
Chemicals	7.5	18.7	15.0	3.6	1.7
Primary metals	(9.9)	2.4	9.2	7.8	1.2
Machinery	(11.3)	(12.7)	(28.9)	9.8	6.1
Others	(11.0)	15.8	22.8	3.1	1.8
Construction	10.7	14.7	27.3	3.2	3.2
Tertiary industry	62.4	104.8	222.5	5.2	3.8
Electricity, gas, water	2.6	3.8	5.7	3.9	2.0
Finance, insurance, real estate	(11.6)	27.7	55.0	7.4	2.8
Transportation, communication	7.1	11.2	18.0	4.3	2.3
Services, etc.	(34.4)	(31.9)	(32.8)	4.5	4.2
Total	(108.0)	194.1	430.0	5.2	4.1
Statistical errors	1.0	5.3	—	—	—
Gross domestic product	117.5	188.8	439.0	4.8	4.2
Chain growth rate	—	—	—	5.0	4.0

Source: OECD.

bluntly, that since services do not require inventories, investment is more likely to be tailored to real demand and not tied up in unsold stocks.

In any case the EPA states it expects the expanding services sector to have a high technological, knowledge-intensive input and thus be more likely to enhance productivity than depress it.

Uncertainty

There is probably more room for debate, and uncertainty, in the evolution of the electronics and electrical machinery sectors, largely because of the intense competition that already exists and the extraordinary rapid pace of technological innovation. The Industrial Bank of Japan, for example, has calculated that the integrated circuits field, the scale of investment in research and development now accounts for more than 30 per cent of total sales.

In the years ahead, the IBJ soberly advises, it will be imperative for corporations to reinforce their financial strategy, for the relative strength of these corporations' investment capability will determine their growth potential.

Many of the smaller Japanese

companies in the vanguard of the high technology and "life science" fields are notoriously undercapitalised and thus vulnerable to either economic circumstances (high real interest rates, for example) or marketing mistakes or defeats which can eliminate investment capital very quickly. This explains, of course, the surge in foreign venture capital entering Japan. But the sense of risk is quite high and it does not take much strength of the imagination to foresee a debacle in some area of Japanese high technology comparable to that which has afflicted the U.S. personal computer market in the wake of the flooding of the marketing muscle of International Business Machines.

However, the post-war Japanese economic miracle has been characterised, above all, by the willingness to invest. Even in the reduced economic circumstances of the ten years since the first oil shock, Japanese private (non-residential) capital investment in plant and equipment has remained comfortably above 18 per cent of gross national product.

This is a record which no other industrialised country can match and which underlies Japanese competitive economic strength.



EXPANDS YOUR WORLD

Our activities cover trading, financing, resources development, investment, transportation, joint ventures, etc. Nearly 8,500 specialists of our company working in 128 offices in 81 countries across the world are always at your service and are happy to work with you.

Sumitomo Corporation, which is one of Japan's biggest Sogo Shoshas (integrated trading companies) and has the history of more than 350 years of service, can help you grow whatever your business is and wherever you are.



SUMITOMO CORPORATION

Tokyo, Japan, C.P.O. Box 1524, Tokyo Telex: J2 2202 (SUMITOMO J2 2202)
London Office: 107 Chancery Lane, London EC2V 6DQ, Tel: 01-726 6262, Telex: 987382.

THE NIKKO PERSPECTIVE

ON HOW

The Japanese Financial System is Changing

Michiya Matsukawa, former Vice-Minister of Finance for International Affairs and present Chairman of the Institute, The Nikko Research Center, Ltd., provides a perspective on changes taking place in Japan's financial system.

RECENTLY there has been criticism from both within Japan and abroad that the Japanese financial system has not adapted to suit the current social and economic environment. What is your personal viewpoint?

Matsukawa: My own analysis of the situation starts from the pace of economic change in Japan. Overall economic development has been extremely rapid in the period since the end of the Pacific War, implying that most sectors of the economy have responded reasonably well to economic growth and the changing international environment. Unfortunately, the financial services industry has been one of the slowest.

There are several reasons why the financial structure has fossilized and become dated—reasons that have close parallels in other industrialized nations. The first has been an overwhelming concern by investors with safety of principal with little regard for reasonable returns. This encourages perpetuation of the status quo and the inefficiencies that go with it. A second reason has been the separation of the banking and securities businesses as modeled on the Glass-Steagall Act in the United States. This has perpetuated an artificial segmentation of the financial services industry. Those arguing to maintain the existing financial structure start from the basic tenet that the small must be protected, both the small savers and the small institutions that have traditionally served them.

But reality is making this policy increasingly untenable. Just looking briefly at the historical process, there have been several interesting trends. Before the war the postal savings system was there to serve those with small deposits and to ensure that they had liquidity. The rich, though small in number, speculated in the futures of silk and beans. Later on, these same investors moved into the stock market. Thus we saw the beginning of a healthy financial system that offered various combinations of risk and return.

The war turned back the evolutionary clock to a point where the predominant concern was security of principal and liquidity. But economic development accelerated, and the level of personal financial assets has grown to the point where, on a per capita basis, it is among the highest in the world. In the process, demand for liquidity declined, and the sensitivity of investors to yields rose. This trend has been very apparent since the late 1960s.

SO WHY hasn't the financial system responded to this trend? And are there any factors that are forcing it to respond?

Matsukawa: It has responded, but at a very slow pace. At each step of the way the grandfather clauses—whether implicit in the conventions of the financial system or explicit in legislation—have forestalled changes and perpetuated such aspects of the financial system as the structure of the banking system and the mechanism for determining interest rates. And the spectre of

past failures of financial institutions is all too fresh in the minds of many and all too conveniently used to argue against reform, since drastic changes could imply potentially disruptive forces.

But right now the pressures for change are strong. I have already mentioned the growing volume of household financial assets and their search for higher yields. At present these assets total ¥430 trillion. A related pressure has been the sizable volume of national government bonds outstanding—currently ¥100 trillion—and their weakness in the secondary market. A third important trend has been the internationalization of funds flows since the 1950s. This particular trend is forcing Japan to discard its unique system of accounting and other financial conventions.

ONE LINE of argument states that the monetary authorities are the brake that has slowed down changes in the financial system. With your experience in both the public and private sectors, what is your analysis of this argument?

Matsukawa: It is easy to place the blame on government, but I don't think it is appropriate in this case. There are no legal barriers to the type of changes for which I and many others are calling. The barriers are the strictures of past convention, whether it is the determination of interest rates, the composition of the syndicate for underwriting government bonds, access to membership in the stock exchange, the ability to acquire other financial institutions or the opportunity to move into the trust business.

Just to comment further on a couple of these issues, take the call for interest rate liberalization. The only legal restriction is the upper rate that can be offered on deposits; yet monetary authorities find themselves in a position of having to mediate among various types of financial institutions with conflicting interests in order to keep an eye on the health of the whole financial system and, at the same time, to encourage change. Thus the possibility of absurd situations, such as when the yields on government bonds have been higher than those on corporate bonds.

Another area is the trust business, which has been legally separated from banking operations. With pension fund assets growing at roughly 20 percent a year, many financial institutions have been anxious to join the trust banks and life insurance companies in managing these assets. Recently when a foreign bank sought a license for these activities, there was strong protest from the Japanese commercial banks, since they felt they had been waiting in line for years for the same privilege.

ADMITTEDLY the process of achieving a consensus is long and involved in any country, but what course do you expect this process to take in Japan?

Matsukawa: I think the course of change has been quite transparent. The easiest changes are made in those areas where there are no serious conflicts of interest. A good example is the development of a money market with the bond repurchase agreements, certificates of deposit and other instruments in what I think can be called a relatively short period of time, although I am sure many of my



friends in the international banking community were hoping it would even be shorter. And I am sure we will see progress on such issues as the bidding system on treasury bills and bankers acceptances.

THERE has been serious discussion recently of setting up an offshore market in Tokyo. What is your opinion?

Matsukawa: Basically I am reluctant, but for reasons that differ from those officials in the Bank of Japan who see an environment in which it would be harder to control the money supply or those in the Ministry of Finance who are worried about tax evasion. Very simply I believe that isolating the domestic market from an offshore banking center would further retard the pace of change in the Japanese financial system and even work to fossilize the current structure. It should definitely not be a top priority.

WHAT then are the top priorities in your own agenda for reform of the financial system?

Matsukawa: The top priorities are the liberalization of interest rates—freeing them from the traditional hierarchy of fixed relationships—and the development of new financial products. For a securities firm such as Nikko this means competing in segments traditionally considered the domain of the banks. I would also like to see the trust business opened up to more participants. In the banking area I think the banks should be allowed more tax-exempt reserves to reflect the increasing risks that they are incurring in international lending.

FINALLY could you comment on the impact of foreign exchange markets on the management of the domestic financial system?

Matsukawa: The issue of domestic interest rates as it relates to movements of the yen is an extremely complex one. Until two or three years ago, the movements of the yen closely followed changes in economic fundamentals. Then, with the increasing liberalization of capital flows into and out of Japan, interest rate differentials and the resulting arbitrage activities have had a growing impact on exchange rates. But most recently, currency futures markets such as the International Money Market have added a new dimension to the foreign exchange market. Thus, apart from the settlements for goods and services or the transactions of the arbitrageur that involve the flow of funds across national boundaries, purely speculative money games and the expectations of investors are determining short-term directions in foreign exchange markets. It is just like the speculation in such commodities as silk and beans that I mentioned earlier: no one really intends to take delivery.

Needless to say, such a market defies government intervention. In fact, attempts at intervention can have an adverse psychological impact on the market. That is one reason why I have been against the proposed issuance of bonds in the United States by the Japanese government. You can't make water flow uphill, and it is just as hard to stem the flow of capital out of a country with high savings.

Therefore I believe that a move in the direction of further liberalization is desirable because it makes foreign exchange trends more predictable and thus exchange rates less volatile.

Nikko Securities

Shin Tokyo Building, 3-1, Marunouchi 3-chome, Chiyoda-ku, Tokyo 100, Japan

London, Zurich, Geneva, Frankfurt, Luxembourg, Paris, Bahrain, New York, San Francisco, Los Angeles, Toronto, Hong Kong, Singapore, Sydney, Seoul

Sudden change-over from the old cash society

Credit cards

YOKO SHIBATA

A YOUNG JAPANESE man was detained by officials at Heathrow Airport. He was a suspect, not because of his appearance but because he carried a bulging wad of notes totalling \$10,000 with his passport. But there was a simple explanation: like most young Japanese, he had saved hard for his trip—by working for three years as a waiter and had taken the money with him in cash.

Eighty per cent of the money spent abroad by Japanese travellers is taken from Japan this way, with the rest made up in the form of traveller's cheques or credit cards. Japan is still very much a cash-oriented society, which often surprises Western visitors. A traditional reluctance to be in debt, combined with the safety of Japanese society, has made the Japanese shun credit cards.

However, the post-war generation which now comprises more than half of the Japanese population, buys on credit and the number of Japanese credit cardholders has increased explosively—from 18m in 1980 to 48m by end of March 1983.

Still only one in four of Japanese consumers is a credit card holder, a far cry from the situation in the U.S. where four or five credit cards are held by one person. Thus, from any point of view, Japan's credit card market is bound to grow.

There is fierce and growing competition for credit card customers among a wide variety of businesses—credit sales organisations, commercial banks, and retailers, as well as newcomers like regional banks, credit associations, labour credit associations, the Japan Travel Bureau and cosmetic companies.

Last year, Nippon Shuppan, Japan's largest consumer credit company topped the list for the number of credit cards issued, totalling 5.6m cards, including 2.4m cards under its own name, and 3.2m issued under the

brand name of its affiliated retailers, such as Isetan department stores and Daiso supermarket. It was followed by an instalment sales company which had 5.3m house cardholders.

The commercial banks are also active in the credit card boom. However, they had been barred from engaging in credit card business until the Banking Law was changed in April last year, and were operating instead through affiliated companies.

Among bank-operated credit companies, the JCB (Japan Credit Bureau) is the foremost, with the largest number of credit cards issued under its own name, a total of 3.7m cards. The oldest was started in 1960 by Sanwa Bank, then joined by Mitsu, Daiwa, Kyowa and Hokkaido Tokai Bank.

Bank-operated credit companies have the advantage of access to cheap funds but their activities are regulated by the government. For example, they are not able to issue instalment payment credit cards.

Meanwhile, credit sales companies such as Nippon Shuppan and Marui are vigorously promoting their credit cards, with the instalment credit card system as a major weapon. To counter this, commercial banks such as Daiichi Kangyo Bank, Tokyo-Mitsubishi Bank, Sanwa Bank, Daiwa Bank and Tokai Bank have set up their own credit company called Union Card last February, through a tie-up with MasterCard of the U.S. Both Mitsubishi Bank and Sanwa Bank are members of the "Diamond Credit" company, and Tokai Bank through its "Million Card" company also teamed up with MasterCard. Sumitomo Bank is linked with Visa International, the world's largest credit company, setting up "Visa Japan."

Regulated

Bank-operated credit companies are emphasising the great advantage of international services for Japanese tourists abroad through their links with the international card companies such as AmEx, Visa, MasterCard or Diners Club.

At the same time, the international credit card companies such as American Express, Visa

International, or MasterCard are making great efforts to increase credit card business in Japan, which they consider to be one of the most promising markets.

American Express launched its AmEx Japanese Gold card from its traveller's cheque base for people in top income brackets in May 1980. And because of the huge growth of Japan's credit card market in the past two years, the company has decided to tap middle-income spenders by issuing the AmEx Green card. Visa International, the world's largest credit card company, has been operating in Japan through Sumitomo Credit Service, an affiliate of Sumitomo Bank. Visa has now decided to revamp its operation in Japan, however, by entering into arrangements with other credit card companies and city banks. It has also set up a branch in Tokyo to promote its soon-to-be introduced "Electron card," which gives cardholders instantaneous authorisation of transactions at the point of sale and automated recording of cash withdrawal at all member financial institutions throughout the world.

JCB is the only Japanese credit company to venture into an international credit card operation by tapping the vast

shopping power of Japanese travellers abroad. The Japanese government allowed domestic credit cards to be used internationally in 1978. JCB has now signed up more than 35,000 businesses in Hong Kong, Macao, Taiwan and Hawaii covering more than 70 per cent of the Japanese tourists' popular destinations.

This summer JCB made a further inroad into the world card market, so far dominated by the big four U.S. companies, by starting issuing credit cards to non-Japanese nationals abroad. In the initial year, it hopes to issue about 10,000 of those cards.

Homes

Credit cards are enabling Japanese banks to take an early lead in electronic banking, or "home banking," linking banks with homes by computer networks for easy and quick financial transactions, where the credit card plays a key role.

Since October, Japan's 63 regional banks, led by Bank of Yokohama, have provided a cash and credit card service which enables cardholders to deposit and withdraw cash through an automatic teller machine, and to apply for credit loans and small amounts of cash for purchases at retailers.

Even before the start of the new system, regional banks have received more than 600,000 applications for the card and expect to have over 3m credit cardholders within three years. This will pose a great threat for the commercial bank-operated credit card companies led by JCB cards, according to a spokesman for the Regional Banks Association.

The Japanese have been slow to get used to credit cards, but very quick to adopt to mechanisation or electronic banking. Currently, moves are afoot to set up a joint on-line credit card system across the nation to speed the checking of credit-worthiness of holders at sales counters. However, two different computer on-line systems are competing and government officials are concerned that the two different systems will give rise to confusion among cardholders and retailers.

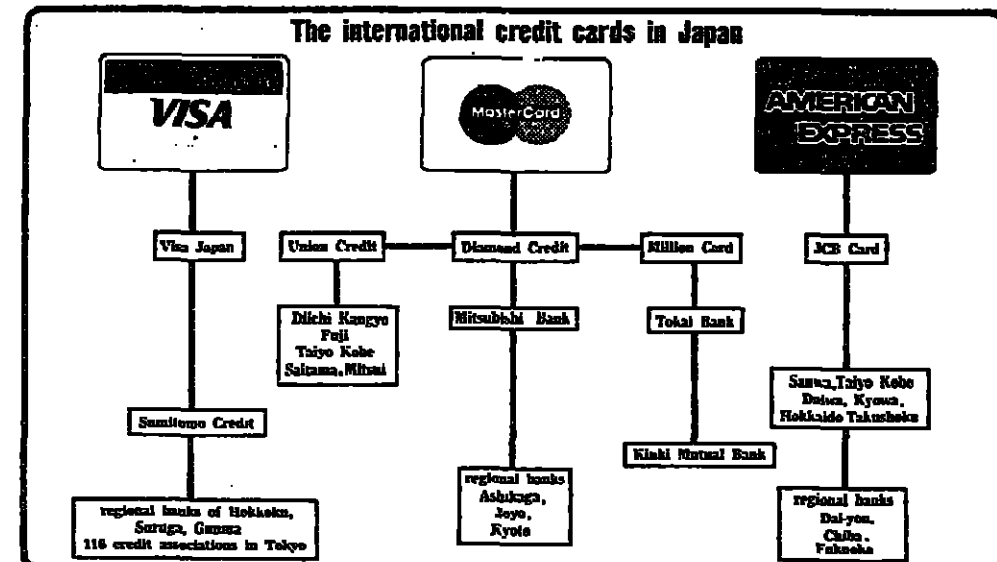
Last month, Nippon Telegraph and Telephone Corporation (NTT) launched its "CAT" (Credit Authorisation Terminal) service for Japanese bank-operated credit companies, setting a march on a similar system called "Credit Authorisation Network" (CATNET), developed by IBM Japan.

The CAT service has started with 148 terminals installed at

member shops and will be expanded to 10,000 terminals by 1985. Both camps are competing fiercely to recruit smaller institutions to use their on-line systems. Agricultural co-operatives and credit associations are joining the bank-operated CAT system from autumn next year.

With the rapid growth of the credit card market, the Japanese government has been working to ease various obstacles. Officials of the Ministry of International Trade and Industry (MITI) are revising the hire-purchase laws to allow banks to issue instalment payment credit cards and grant rights for consumers to refuse payment to credit companies, if they are not satisfied with the commodities or services they have bought.

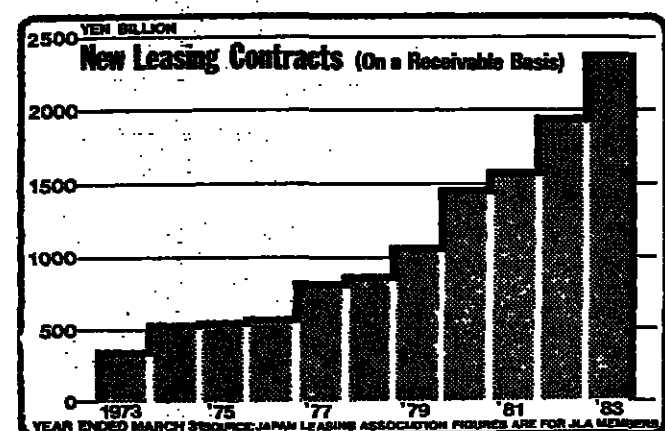
MITI is also working on the unification of Japan's credit cards to the international standard to conform on such details as size and the number of magnetic digits, particularly in view of the rapid changes towards combining credit cards with electronic banking. Current differences in the various cards create great inconvenience for retailers, who have to instal as many different terminals as types of cards.



JAPAN'S TOP TEN CREDIT CARD COMPANIES*

	No. of cards (m)	Per cent growth 1981-82	Type of business	Cards issued to affiliated retailers (m)
Nippon Shuppan	5.60	15.9	Instalment sales	3.2
Marui	5.30	13.3	Retailer	—
JCB	3.67	7.6	Bank-operated credit card	—
Union Card	2.68	1.1	Bank-operated	—
Seibu distribution group	2.64	34.0	Retailer	—
JACRS	2.60	31.9	Instalment sales	1.9
VISA Japan (Sumitomo bank)	2.23	10.0	Bank-operated	—
Diamond Credit	2.00	20.4	Bank-operated	—
Orient	1.90	81.0	Instalment sales	0.69
Million Card	1.75	6.1	Bank-operated	—

* March 1983.



Competition in growing market

CONTINUED FROM PREVIOUS PAGE

recent U.S. dollar interest rates made yen-denominated contracts less attractive to regional leases of aircraft and other equipment.

As well as diversifying internationally, Orient has aimed for a broader base of financial activities within Japan. In 1978 it established a consumer credit subsidiary, and in 1980 began making housing loans.

Specialised

In 1982 Orient established a joint venture with IBM and Morgan Guaranty International Finance Corporation, to provide specialised leasing services for medium-to-large IBM computers.

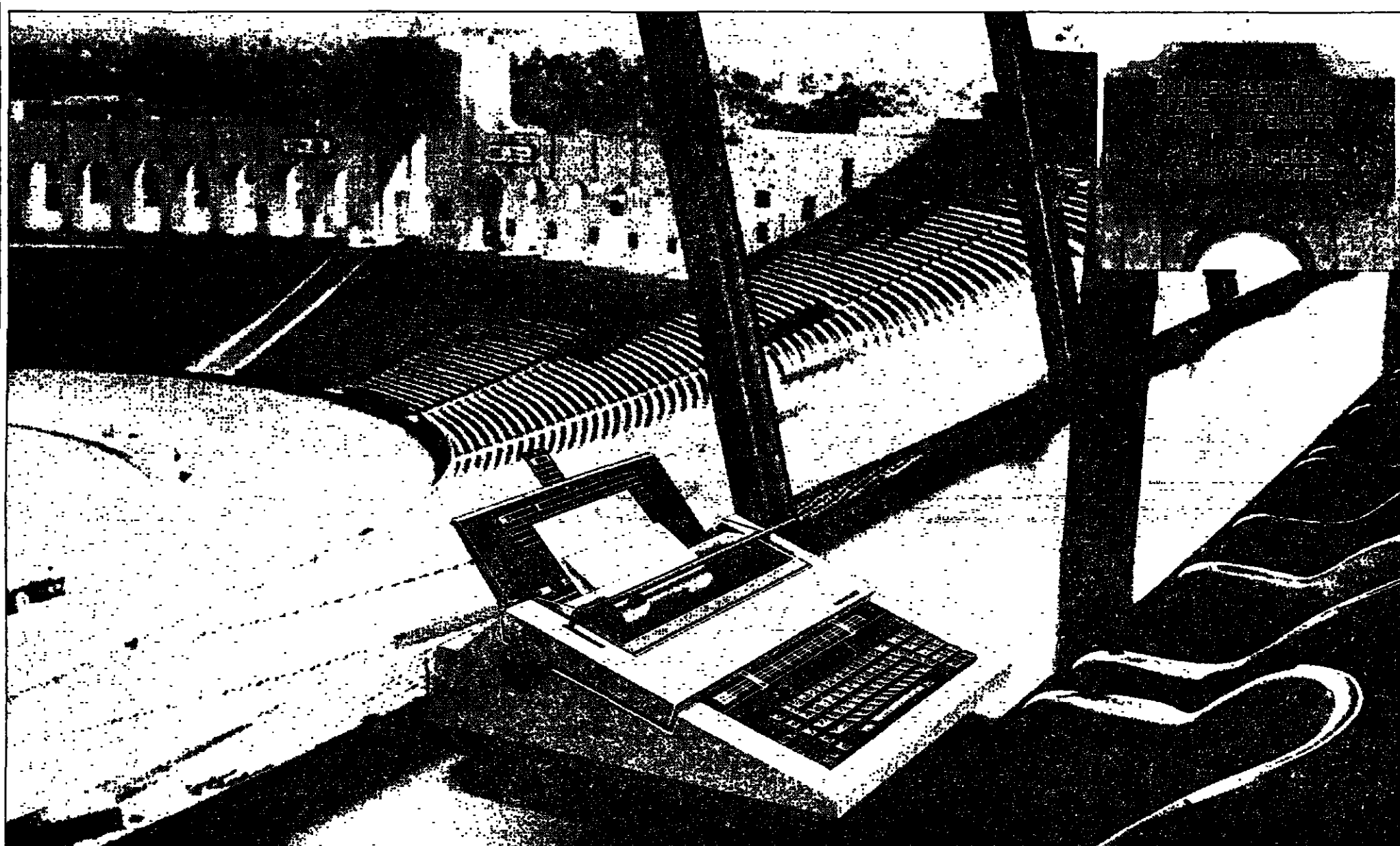
Orient's president, Mr. Yoshio Miyachi, has described his company's expansion as a fairly pragmatic business. "There's a certain amount of luck involved," he noted in Orient's last published annual report. "If an area looks prom-

ising, we'll try it, but we won't make an absolute commitment. If it doesn't prove profitable, we withdraw."

An important consideration for Orient's expansion has been the presence of suitable joint-venture partners. OLC only started consumer credit, noted Mr. Miyachi, when "an experienced partner encouraged us to." In its overseas joint-venture leasing companies, Orient has both a local partner and, where possible, a close relationship with local banks as a source of local currency funds and of knowledge of their domestic market.

Orient's overseas companies do most of their business with companies based in their country of operation, rather than with Japanese companies investing in the area.

Orient will soon be 20 years old—a time for celebration but not relaxation. "Every month a new leasing company is born," Mr. Shimamoto observes.

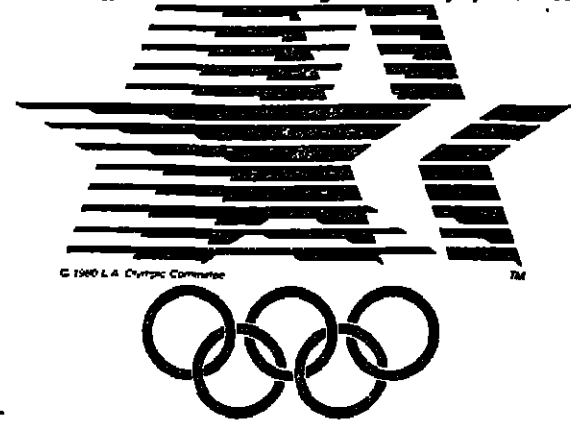


Gear-Up For The Olympics With Brother

Being selected to compete in the Olympic Games takes years of hard work and training. The same can be said for being designated by the Los Angeles Olympic Committee as their official typewriter. Through many long years of making typewriters, Brother has gained the experience and reputation for quality that are necessary to produce a machine sophisticated enough to gain such acceptance.

The forerunner among electronic typewriters, EM series machines employ an ultra-light-touch keyboard that will allow typists to type at record-breaking speed. They won't be tripped up by typeface or ribbon changes either, for Brother's cassette-enclosed daisy wheel and ribbons slip in cleanly and effortlessly.

Official Typewriter of the Los Angeles 1984 Olympic Games



"Who makes good things, makes good friends."

brother
Electronic Office Typewriters

Brother Industries, Ltd. Nagoya, Japan

The EM-200 with its 16 character display and 8K memory allows storing text and phrases, and detection and correction of errors before they're printed. The correction memory on both the EM-200 and EM-100 permits automatic correction of the previous 500 characters. Press a button and you are automatically relocated to the position that you started from. But what really puts our EM series ahead of the competition is its reliability through many years of use. All typewriters wearing the Brother EM symbol are winners of one of the most severe testing courses ever devised for office machines. By producing the "Official Typewriter of the Los Angeles 1984 Olympic Games", the efficiency experts at Brother have again shown their sophistication in high-quality office machines.

Office Equipment Division, Jones + Brother Limited, Shepley Street, Guide Bridge, Audenshaw, Manchester M315JD
Telephone: 061-350 0331 (8 lines)
Telex: 669092

Please send me more information on the complete range of Brother typewriters.

Name _____
Position _____
Company _____
Address _____

To Future Generations, Security



Stonehenge
On England's
Salisbury Plain stand
these ancient prehistoric
remains of Man's early
attempts to understand his
universe.

Social welfare is a subject of serious consideration in most modern societies. Man in the twentieth century accepts his responsibility to bequeath to the next generation a society better than his own. Daiwa Bank is not unique in accepting this responsibility, but Daiwa is unique in making acceptance of this role in society an integral part of their banking service.

Daiwa is the only Japanese city bank to combine banking and trust business. Daiwa is thus a fully integrated banking institution, comprising banking, international financing, trust, pension trust, and real estate business. This integration is part of our effort to fulfil our social responsibility consistent with society's needs in a contemporary environment.

a fully integrated banking service

DAIWA BANK

Head Office: 21, Bingsomachi 2-chome, Higashi-ku, Osaka 541, Japan
International Banking Headquarters (Tokyo Office):
1-1, Otemachi 2-chome, Chiyoda-ku, Tokyo 100, Japan
Overseas Branches & Agencies: London, New York, Los Angeles,
Frankfurt, Singapore & Hong Kong
Overseas Representative Offices: Sydney, São Paulo, Houston,
Paris, Panama, Bahrain, Mexico, Vancouver, Jakarta, Seoul
and Beijing
Subsidiaries: Daiwa Bank Trust Company, New York; Daiwa Bank
(Capital Management) Ltd., London
Affiliates: P.T. Bank Perak, Jakarta; Daiwa Overseas Finance
Ltd., Hong Kong

THE LONG-TERM FINANCE SPECIALISTS

From a strong base

we are extending our expertise
and services to clients
in Europe.

OUR STRONG BASE

- Assets exceeding US\$36 billion.
- Our position as a specialized long-term credit bank.
- Operations, as a wholesale bank, in the world's major financial centers.

OUR LONDON BRANCH

- Director and General Manager: Toichi Danno
- Address: Winchester House, 77 London Wall, London EC2N 1BL, United Kingdom
Tel: 01-628-4685/8 Telex: 893273, 893274

OUR FRANKFURT OFFICE

- Chief Representative: Kozo Ogawara
- Address: FBC Frankfurter Büro Center, Mainzer Landstraße 46, 6000 Frankfurt am Main 1, F.R. Germany
Tel: 0611-725641/2 Telex: 413387

OUR PARIS OFFICE

- Chief Representative: Yoichiro Kawamoto
- Address: 8 Place Vendôme, 75001 Paris, France
Tel: 261-3233 Telex: 212847

Nippon Credit Bank

12-16, Nakanishi 1-chome, Chiyoda-ku, Tokyo 100, Japan Tel: 03-5511-1111 Telex: 330201, 330202 NCBTOK
London, New York, Los Angeles, San Francisco, Paris, São Paulo, Bahrain, Singapore, Sydney,
Hong Kong, Zurich, Jakarta, Honolulu

JAPANESE INDUSTRY VI

Adoption of MSX brings a new era

Small computers

CHARLES SMITH

JAPAN'S personal computer industry entered a new era in the second half of 1983 with the adoption by 16 computer and consumer electronics manufacturers of the MSX operating standard for very small home use computers.

MSX, which was developed by the U.S. software company Microsoft Corporation, is a system which enables the user to start operating the computer immediately after the insertion of a software package which comes in the size and shape of an audio cassette tape box and which costs between ¥4,000 and ¥5,000 (\$17-\$21) per programme.

The MSX machine itself which is now being made in Japan by nine manufacturers can be bought for as little as ¥49,000 (\$210) or as much as ¥100,000 (\$455) if a number of extras are included.

Matsushita Electric, the company which led the movement among Japanese companies to adopt the MSX standard, expects about 150,000 computers to be produced during the current fiscal year (ending in March 1984) and perhaps as many as 700,000 in the 1984-85 fiscal year.

If Matsushita's forecasts are correct it would seem to follow that roughly half of the very small personal computers made in Japan from spring 1984 onwards will be MSX models.

The MSX standard, which combines a basic operating system together with some common hardware specifications, "arrived" in Japan in summer 1982 when the system was explained to Matsushita by Microsoft's Japanese agent, ASCII Corporation.

Mr Yuji Oshinomi, an executive in Matsushita's Corporate Planning department concerned with computers, says the system impressed Matsushita by its simplicity and because it promised a sharp reduction in production costs as compared with other small personal computers. Matsushita accordingly took the initiative in organising an MSX committee, consisting of other computer and consumer electronics companies which began its sittings in December 1982.

The committee encountered

some initial difficulties in the shape of resistance by "one major manufacturer" (whom Matsushita declines to name). By May 1983 however, general agreement had been reached on the adoption of the MSX standard by 14 companies, with two more joining during summer.

A crucial factor in the decision to go ahead with MSX was a sharp reduction in the amount of royalties originally demanded by Microsoft and ASCII from what Matsushita describes as a "very high" initial request.

Another decisive point was Microsoft's decision to charge Japanese software companies a nominal fee of only ¥5,000 to produce software packages conforming to the new standard.

With the adoption of the MSX system agreed in principle by the middle of 1983, individual manufacturing members of the group set about the task of commercialising the new standard with traditional Japanese speed and efficiency. Matsushita, first of the 16 companies to put an MSX computer on the market, began selling its machine at the end of October and is now turning them out at the rate of 15,000 units per month.

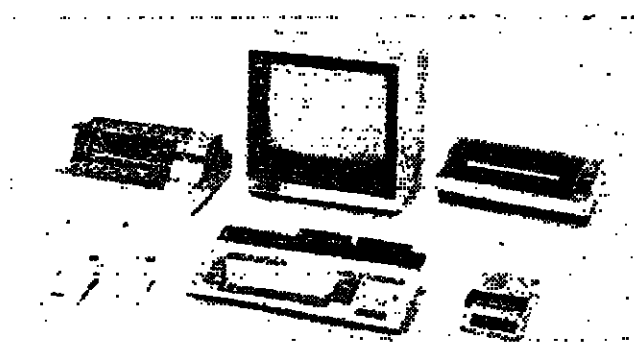
Other companies already in production include Toshiba (10,000 units per month) and Mitsubishi Electric (5,000 per month).

Share

By the end of 1983 all MSX products are expected to have either announced or begun to make their machines with the possible exception of NEC, Sharp and Casio—the three companies which held the largest share of the market for small personal computers before MSX made its debut.

The group of 16 companies includes two, Nippon Gakki and Japan Victor Corporation (JVC), which are new to the computer business, although both have wide experience in other fields of advanced electronics. Several other members of the group, including Matsushita itself, traditionally have been thought of as general purpose consumer electronics manufacturers rather than as computer specialists.

According to Matsushita's Mr Oshinomi the MSX computer's uses extend from computer games (of which some dozens are already on the market in Japan) through educational programmes for children to house-keeping uses such as the pre-



Matsushita's CF-200 MSX computer and peripherals. The company has led the movement by Japanese makers to adopt the MSX standard.

paration of tax statements and simple business applications of the kind that might be of interest to companies with, say, 20 to 50 employees.

The MSX can be used to compose music, with the aid of a programme which first asks the user what rhythms and time signatures he wishes to use and then proposes music for each bar which the user can either accept or reject.

Programmes for children include an arithmetic programme designed for sixth graders in the Japanese primary school system, an English composition programme for junior high school students and a physics programme for senior high school students.

Matsushita estimates that about 250 MSX programme packages will be on the market by the end of the year and that

about 1,000 should be available by late 1984. The fact that software houses that have joined the MSX group can sell programmes for use on machines made by 16 different companies instead of for a single machine should prove an enormous incentive to the composition of MSX software, Mr Oshinomi says.

Matsushita is inclined to be vague about the long-term future for MSX but some companies are ready to predict that within five years or so about 20 per cent of Japanese households may have acquired MSX computers. (This compares with the 12 per cent of homes that so far own video tape recorders and the 50 per cent that have bought audio systems.)

A key factor in the long-term prospects for MSX, according to Matsushita, will be the extent of progress on the nationwide

digital information network that has been proposed by Japan's state telecommunications entity, Nippon Telegraph and Telephone. If the NTT "Information Network System" becomes a reality by the late 1980s, the MSX computer could find a role as a terminal for the system.

This would mean that MSX computers might be installed in Japanese households in much the same way, and for much the same reasons, as telephones are installed today.

Reality

The adoption of the MSX system poses questions about the future in Japan's domestic market for non-MSX personal computers such as the range of models pioneered by NEC Corporation; but for the time being no one seems to have a very clear answer to such questions.

What is being said, in general terms, is that MSX machines probably will take over the lower end of the market for eight-bit personal computers while allowing sales of some of the more expensive eight-bit models that offer functions not included in the MSX system to continue.

A computer which could well survive the MSX revolution is NEC's 6001 which sells for ¥84,000 and offers substantially more to the user than the MSX system. Sixteen-bit personal computers, which can now be bought in Japan for as little as ¥150,000 (for a newly intro-

duced Casio model), represent a different sector of the market and will be largely unaffected by the introduction of MSX.

The 16-bit computer, however, could eventually become a candidate for standardisation in Japan, with IBM Japan's newly-introduced 5550 model offering a likely starting point.

A final set of questions posed by the emergence of the MSX standard concerns the impact of the Japanese move on computer makers in other countries. Matsushita's Mr Oshinomi says that exports of the MSX will probably start in mid-1984 with manufacturers aiming to build up stocks in time for the Christmas shopping season in the U.S. and Europe.

While Japanese exports get underway, U.S. and European computer and electronics manufacturers may themselves be considering adoption of the MSX standard. Companies that have shown an interest in MSX outside Japan are said to include General Electric of the U.S., Philips of the Netherlands and a number of other European electronics manufacturers.

If such reports are correct, MSX could be on the way to adoption as a world standard for very small computers in much the same way as the VHS system seems to be gaining steam as a world standard for half-inch video tape recorders. MSX and VHS are the common feature of having been promoted by Matsushita Electric although neither system was originated by Matsushita in the first place.

A proliferation of new media

Database services

JUREK MARTIN

THE Ministry of International Trade and Industry (MITI) divides what it classifies as the "information services sector"—a ¥805bn (\$3.4bn) a year industry in fiscal 1981, the last measurement year—into five categories.

Of these, the second smallest, but the fastest-growing, is what is known as information providing services—in other words data banks.

In that year, data bank services available in Japan were generating ¥60bn in revenues, had been expanding at an annual rate of 36.1 per cent over the previous five years and may well be able to sustain that rate in the years ahead.

There is a suspicion that Japan, not unlike many Western nations, may be confronted with something of a dilemma in the proliferation of "new media" services, in that they are coming on stream at a rate faster than the general public, still catching up with technological advances, can absorb.

A midsummer survey by the Prime Minister's Office, for example, found that 60 per cent of the public had no real appreciation of what "new media" were and that, of all the information currently available in Japan, only 7.2 per cent of it was actually being "consumed."

This percentage may rise rapidly as the nation becomes more "wired" than it is at present. But it is a concern which, so far does not appear to have affected the data base business in Japan, for the principal reason that it has been geared to providing information not to the public at large but to a market.

This market is the big companies and financial institu-

tions, government and the academic world who suffer from neither a lag in technological sophistication nor from the simpler problem of only understanding the Japanese language.

According to Mitsubishi Research Institute (MRI), extrapolating from both industry and MITI data (the Ministry this spring published the first ever Japanese directory of data bank services) there were earlier this year 604 data bases—available in Japan: of these 234 covered business and finance, 209 natural sciences and technology, 54 the social sciences and humanities, 50 could be classified as general, 35 were multi-disciplinary and 22 were listed as others.

Of these, and allowing for the considerable overlapping of the information provided, 334 constituted foreign-sourced data bases and only 122 could be firmly placed as original Japanese systems.

Definition

This proportion, incidentally, is very much in line with a different survey published in November by the Post and Telecommunications Ministry which, using a very broad definition of the word, found that "information" flowing into Japan outnumbered that flowing out by approximately a three-to-one margin.

Operation of data base services in Japan is catholic. The Data Base Services Industry Association, formed only in 1979, had by last spring, 31 members; of these eight were research institutes, most affiliated with major industrial and financial concerns, seven information processing centres, four newspapers and wire services (Nihon Keizai Shimbun, which boasts the most comprehensive source materials, Asahi Shimbun and Jiji and Kyodo news agencies), three each from publishing (including Maruzen and Kinokuniya, Japan's best-known bookstores) and from manufacturing, two each were credit rating services and software in-

stitutions and one each represented a commercial bank and an academic association.

By no means all the providers of data base services have, to date, set out to make money. The research institute, like MRI and Nomura Research Institute, were established in the first instance to meet the in-house needs of their parent corporations, of which data services were but a part. Only recently have they begun to market their wares more widely.

But even the most ambitious of them, which is certainly Nomura Securities' global information system, carrying the "Capital" brandname, is not seen as a profit centre, according to Mr Yoichi Kamina, deputy general manager of the firm's overseas division.

Capital (short for computer aided portfolio and total analysis) constitutes a genuinely comprehensive financial, economic and business data base, drawing not only on the resources of the Nomura Research Institute, said to be Japan's biggest "think tank", but on the providers of raw data as the IMF, the OECD, plus newspapers and specialised publications around the world. It offers a 24 hour, 365 day-a-year on-line service to subscribing clients.

In the 18 months it has been available in Japan it has attracted 800 customers, half of them financial institutions; in October, Nomura began to market the system overseas. But Mr Kamina insists, Capital should be seen more as a money-spinner in its own right; though he refuses to disclose charges, he does add, coyly that Nomura does hope the system breaks even.

The biggest Japanese security house is not alone in expanding its data base services to a foreign market: Daiwa Securities, for example, has also this year gone the same route. Indeed, a general assessment of the industry points out clearly that in Japan, as elsewhere,

the most tempting developments are in the financially-related area. The largest single operation currently in existence is the one-way desk-top service giving Japanese stock market prices.

Of obvious growth potential are credit rating services. Japan, traditionally a cash-oriented society which rewards savers not borrowers with tax breaks, remains relatively backward in consumer finance, is changing rapidly. But, in preparing for the expansion of consumer credit, necessary data is still lacking.

Criteria

According to Sumitomo Bank, the existing credit rating data banks have only about 40 names on file (the employed labour force is 57m strong) and have not really established proper criteria for judging the creditworthiness of those they do have. Nor has Japanese law yet addressed such inevitable and important questions as the privacy of credit records, what input goes into them and what access the consumer has to them.

The Government is to establish a consumer finance research committee next spring to examine all the implications, but some time seems bound to elapse before the necessary framework is established. Once it is, a substantial new sub-sector of the industry will be in a position to take off.

However, some existing marketers of data base services are in the business of turning profits. This is true of both the Maruzen and Kinokuniya operations, which together constitute the large secondary vendors of foreign data bases, and also of Nihon Keizai Shimbun's facilities, which also draw extensively on overseas source material.

To date, this has almost exclusively been from the U.S. and Canada, though Kinokuniya has recently acquired distribution rights to West German Scientific Data Base in Karlsruhe.

The yen's possibilities.

Mitsubishi Trust knows best the possibilities of the yen. Particularly concerning its operation in carrying out projects in various parts of the world. We supply medium- and long-term financing in yen or other currencies. Our experience and expertise in banking and financial management can help you. For further information, contact us.

The MITSUBISHI TRUST
and Banking Corporation

• HEAD OFFICE: 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100, Japan Phone: 03-212-2211 Cable: MITSUBISHI TRUST TOKYO Telex: 324250 MSTRUST • NEW YORK BRANCH: Phone: 212-636-7700 Telex: 425078 MTB N Y • LOS ANGELES AGENCY: Phone: 213-488-0003 Telex: 677187 MTBLSA • PANAMA BRANCH: Phone: 64-4500 Telex: 2207 MTRCPY • BRISBANE BRANCH: Phone: 01-826-4721/5 Telex: 807208 MTRCLN G • HONG KONG BRANCH: Phone: 5-255663/5 Telex: 72496 MTRC HK • MEDICO REPRESENTATIVE OFFICE: Phone: 511-3197 Telex: 177375 MTRCME • RIO DE JANEIRO REPRESENTATIVE OFFICE: Phone: 252-7368 Telex: 34371 MTRC BR • SINGAPORE REPRESENTATIVE OFFICE: Phone: 2230543/4 Telex: R820184 MTRCSP • SYDNEY REPRESENTATIVE OFFICE: Phone: 333-3733 Telex: A73388 MTRCOSY • MITSUBISHI TRUST & BANKING CORPORATION (EUROPE) S.A.: Phone: Brussels (02) 611-2200 Telex: 62091 MTRBRU • AUSTRALIA-JAPAN INTERNATIONAL FINANCE LIMITED (HONG KONG): Phone: 5-262071-8 Telex: 64989 AJFIE HK

JAPANESE INDUSTRY VII

Lagging well
behind industry
in the U.S.Computer
software

CHARLES SMITH

JAPAN may be technically a match for the U.S. as a manufacturer of computer hardware but its software industry still lags far behind. Japanese software "houses" tend to be much smaller than their American equivalents and the supply of capable programmers and systems engineers available to the industry is extremely limited. Another major problem facing Japan's software industry is the lack of any clarity in the laws relating to software copyrights.

These and other factors add up to what officials at the Ministry of International Trade and Industry describe as a state of "industrial infancy." MITI officials add, however, that they are working hard to strengthen the computer software industry and that, adolescence, if not full maturity, may not be too far ahead.

According to MITI estimates, independent computer software houses in Japan sold about ¥300bn (\$1.2bn) worth of programs in the fiscal year running from April 1982 to March 1983, or nearly twice as much as they had sold three years earlier. Software sales next year could exceed ¥450bn according to the Japan Software Industry Association (an organisation which groups only the largest 150 or so software houses).

Sales of computer software by specialised "houses" account for only a small fraction of the total amount of computer programs being written in Japan. Programs written by computer manufacturers for their own use are probably worth between ¥500bn and ¥600bn a year while the value of software written by computer users is estimated to run well into thousands of billions of yen.

Taken together, the various different types of software produced in Japan are probably worth considerably more than the output of computer hardware.

The number of companies actively involved in the software business is hard to estimate given the fact that many enterprises have only one or two staff but the industry asso-

ciation believes there may be at least 1,000 "houses" in Tokyo and perhaps as many as 2,000 in Japan as a whole.

Big software makers employing 1,000 or more technicians are often affiliates of hardware makers such as Hitachi or NEC, or joint ventures between hardware manufacturers and trading companies. Smaller "man-type" companies can be family enterprises operating with a minimum amount of capital and equipment.

MITI estimates that the combined sales of the 10 largest computer software houses in Japan amounted to ¥98bn in 1982 but points out that this represents only 12 per cent of the ¥789bn worth of sales registered by the 10 largest software companies in the U.S. Part of the difference in size and strength between Japanese and U.S. software houses is accounted for by the fact that operating systems software is very seldom written by independent houses in Japan. This contrasts with the situation in the U.S. where big companies such as Microsoft have specialised in the writing of operating systems.

Another difference between the U.S. and Japanese industries involves the relative importance of "customised" and "package-type" software. Japanese software houses are mainly involved in turning out programs that have been ordered by users or by computer manufacturers. U.S. companies on the other hand turn out amounts of ready made software.

Protection

Readymade or packaged software is cheaper and quicker to use than the customised variety but normally requires the protection of copyright laws, which are more highly developed and clearer in their application to the computer business in the U.S. than in Japan.

MITI is attempting to promote the development of package software by a planned revision of the copyright system and by improving the distribution channels available for software packages.

In time this should help the industry to diversify away from its dependence on customised products but the changeover may not be rapid. The extent of Japan's reliance on imported software packages is high. Limited by the fact that early in 1983 no fewer than eight out



The software package available as an option with this Toshiba T-200 small business computer provides full accounting facilities. The various types of software produced in Japan are probably worth more than the output of hardware.

Sales by computer
software houses

	Ybn
1978	58.97
1979	174.65
1980	298.07
1981	227.54
1982	300.09
Fiscal year running from April 1 to March 31	

of the top 10 packages on the domestic market were American.

The extreme shortage of skills which is one of the software industry's other major problems is a "natural phenomenon" in a young, fast growing industry, according to MITI. However, the existence of roughly three-to-one imbalance between the supply of computer systems engineers and programs and the demand for such people seems to be creating serious problems.

Fast-growing software makers like ASCII Corporation (a specialist in personal computer programming) admit to being worried about losing some of their key personnel and have had to increase wages extremely rapidly to keep staff.

Some small and medium-sized software companies have been hit by "spin-offs" of groups of workers who have left to set up business on their own.

The danger of mass walk outs of this kind, according to an official at the Software Industry Association, is that the "parent" company may become unable to "maintain" software already supplied to clients without the qualified staff who originally wrote the programs.

MITI is trying to combat the shortage of highly-qualified workers in the software industry

by organising qualifying examinations in some of the basic skills needed, but officials say that preparation for such examinations is—and should be—something for young people to do on their own.

At a more basic level, the Ministry is trying to upgrade the fundamental technical competence of the software industry.

A research agency operating under MITI's wing is spending ¥2.5bn per year on a series of research programmes in which software houses participate. Results of the research are available for commercialisation by the industry. MITI expects to be paid by participating companies only if government-funded research eventually enables them to increase their profits.

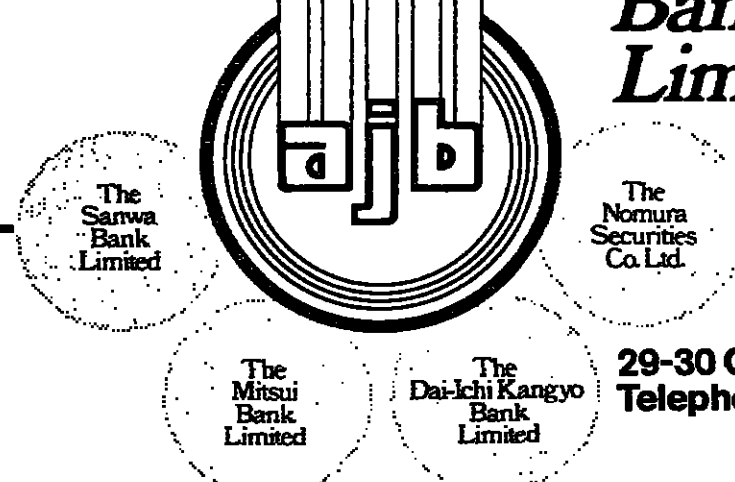
A dual form of assistance by the Government to computer software houses takes the form of loan guarantees or subsidised loans to companies that have got far enough to have a future (in the view of Government officials) but which may not yet have been able to attract the support of banks.

This sort of support is normal in industries that the Ministry of International Trade and Industry regards as strategically important. It is particularly necessary in the software industry given the reluctance of banks to lend money to companies that lack tangible assets as securities for bank loans.

MITI's assistance for computer software is likely to be maintained until the industry reaches a measure of maturity but official emphasis that the government is in no sense propelling up a sector of the economy which would otherwise be unable to stand on its feet. Japan's computer software industry is a lusty infant that shows every sign eventually of growing up to be a formidable competitor in world markets.

A growing international
presence

The international consortium which provides a full range of services including short, medium and long term credits, Eurocurrency deposits and foreign exchange dealings, underwriting and distribution of securities.

Associated Japanese
Bank (International)
Limited

29-30 Cornhill, London EC3V 3QA
Telephone: 01-623 5661 Telex: 883661

Shipments of new chip begin

Integrated
circuits

ROBERT COTTRELL

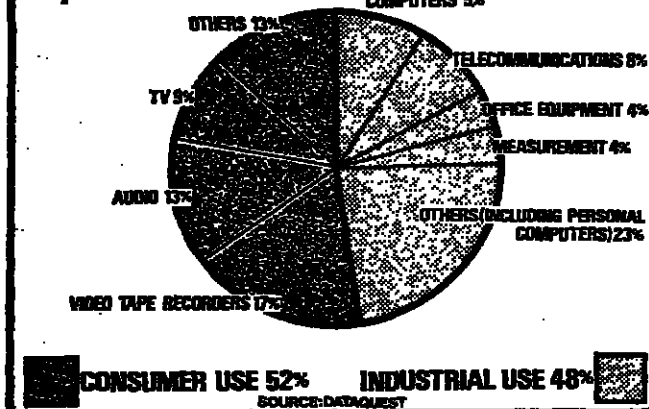
JAPAN'S semi-conductor manufacturers stand poised to begin mass production of a new generation of micro-chip technology. Sample shipments have begun of the much-awaited 256K D-RAM (256,000 bit dynamic random access memory) integrated circuits, whose world sales are likely to surge into billions of dollars over the next three to five years.

It is not, however, as though the industry needs a new product line to stimulate interest by customers. An unprecedented feature of the current year has been a widespread shortage of all types of semi-conductors, not only in Japan but in the U.S. also. By July this year, orders placed with Japanese manufacturers were outstripping production by 1.5 to one. Prices of mass-produced circuitry have stopped falling. Spot quantities of hard-to-find circuits have been bid up to reportedly astronomical levels. The boom in personal computers in the U.S. and domestic electronics goods such as video-cassette recorders in Japan, have left manufacturers besieged by customers pleading to secure supplies.

Limited

To equip and commission a high-tech electronics manufacturing plant can take from one to two years, so manufacturers have a limited flexibility of response to recent levels of integrated circuit demand. Most, however, are looking to long-term buoyancy in the semi-conductor markets.

Capital investment as a proportion of sales has been rising across the board, and very sharply in some companies. Japanese manufacturers have always been strong in high-volume memory chip production. Lately, however, they have also been boosting their sales of non-standard circuitry, with devices adaptable to meet a particular client's needs becoming one of the industry's fastest-growing sectors. Regarded as a stronghold of American manufacturers, the success of Japanese manufacturers in both domestic and export markets has pro-

Structure of Demand for Integrated Circuits in
Japan-1982

The manufacturers have recently been boosting their sales of non-standard circuitry with devices adaptable to a client's particular needs, which in turn reinforces demand.

voiced from their U.S. counterparts protests of unfair competition, including allegations that the Japanese Government has supported research cartels among Japanese manufacturers to pinpoint and dominate market sectors. The present strength in worldwide demand for semi-conductors may have helped alleviate some of the so-called "trade friction" between Japan and the U.S.

Both countries have agreed to study a mutual abolition of semi-conductor tariffs next year. It may, however, be the battle for the 256K D-RAM market which once more inflames relations between manufacturers on the two sides of the Pacific.

The 256K D-RAM chip will succeed the 64K D-RAM as the mass-production "state of the art" and offer four times the memory capacity. Six Japanese semi-conductor manufacturers have already displayed their 1.5µm prototypes of the chip. Some have begun trial shipments to clients. NEC, Japan's largest semi-conductor manufacturer, is ready to make 100,000 256K D-RAM chips this month. American manufacturers, led by Western Electric, are preparing to do battle.

Fresh in the industry mind is the advent of the 64K D-RAM, which saw the Japanese manufacturers steal a decisive march over U.S. rivals. Helped by heavy research and development expenditure in the late 1970s, Japan's manufacturers won through a cut-throat year

of 64K D-RAM marketing in 1981 to emerge producing 70 per cent of the world's 64K D-RAM chips in 1982.

In volume and value terms, the world 64K D-RAM market in 1981 comprised sales of 10m chips worth \$100m. Volume in 1982 jumped to 20m chips, with falling unit costs cutting value growth to \$550m, according to estimates by the Japanese brokerage house Nomura.

Nomura expects 1983 sales to total 350m chips, worth \$1.4bn, and 1984 to see sales of 600m chips worth \$1.6bn—reflecting a fall in average unit selling price from \$10 in 1981 to \$2.8 in 1984.

At present, unit selling prices for 256K D-RAMs would be around the \$30 to \$40 mark, as production volume increases, prices are likely to fall sharply. Demand for the new chip is likely to reach the strongest levels when its price-per-bit (ie price per unit of memory capacity) falls below that of the 64K D-RAM. Mr Kazuo Kimbara, director and general manager of Hitachi's semi-conductor and integrated circuits division, expects a crossover point to come in 1985.

For the time being, Japanese manufacturers are holding a fairly low profile on their 256K D-RAM programmes. Part of the reason, Mr Kimbara concedes, is a concern to avoid offending U.S. manufacturers. More importantly, he says, "64K business is profitable enough."

The broad pattern of demand

for Japanese semi-conductor products has reflected strong growth in both domestic and export markets. Domestic sales of Mas IC products, which include memory chips, leaped 70 per cent year-on-year in second-quarter 1982, to reach ¥123.57m, while linear integrated circuits showed a second-quarter year-on-year rise of 28 per cent.

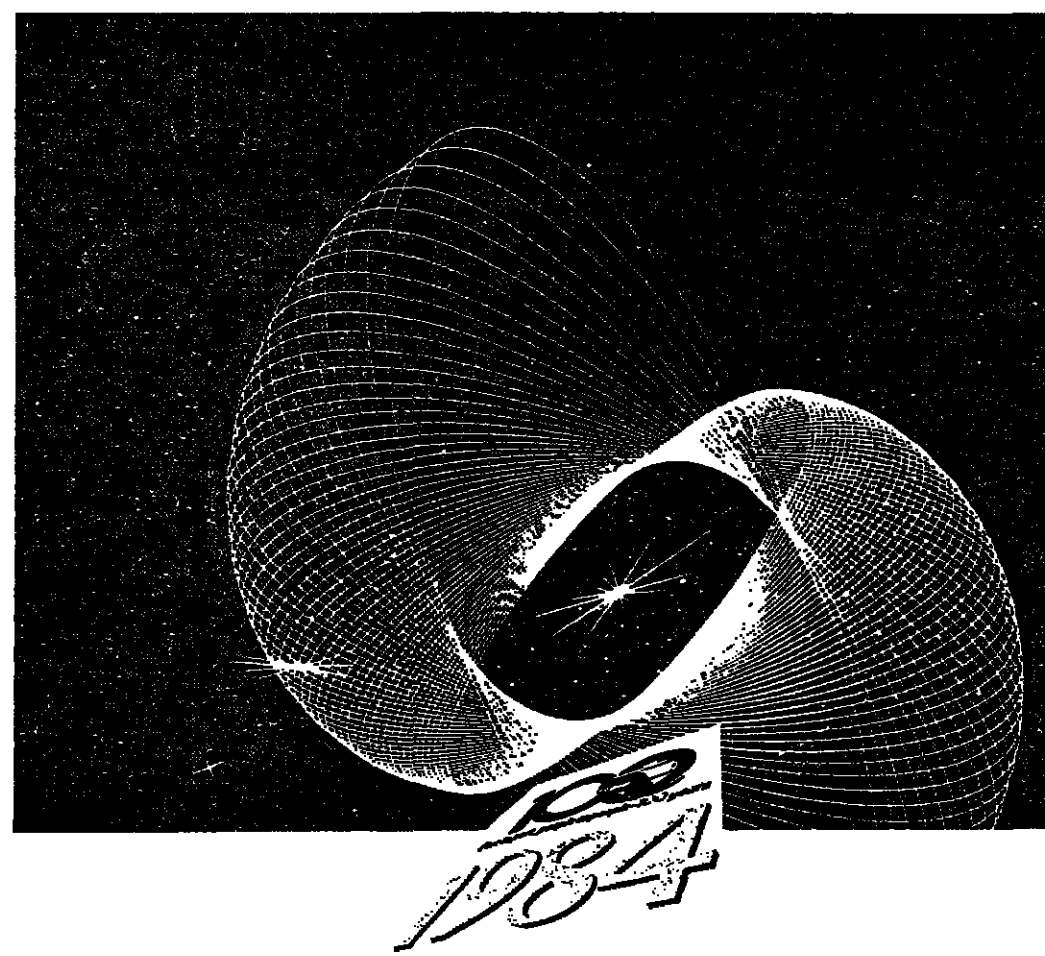
Turnaround

Most striking still was the turnaround in demand for discrete components, which showed a 20 per cent sales increase in second-quarter 1983 after four consecutive quarterly declines, according to figures prepared by the Ministry of International Trade and Industry.

The boost in discrete IC sales reflects resurgence in demand from audio, VCR and television manufacturers, who together—according to Nomura estimates—account for 52 per cent of demand for discrete ICs, and 73 per cent of demand for linear ICs. VCRs, in particular, are one of the most important determinants of Japanese semiconductor demand: industry analysts say that the duration of current tightness in some types of semi-conductor supply may be prolonged by demand for VCRs related to next year's Olympic Games.

Exports of integrated circuits from Japan have also forged ahead, led by strong demand from U.S. computer manufacturers and assemblers. Exports to the U.S., which had declined two per cent in 1981, rose by 64 per cent in 1982, by 70 per cent in first-quarter 1983, and by 63 per cent in the second quarter. That expansion is likely to slow in coming months, says Nomura, not so much because of weaker demand but because of limitations on production capacity.

Japanese manufacturers are responding to the need for higher levels of technology and greater production facilities by boosting sharply their new capital investment. Analysts expect the nine leading semi-conductor companies to show much higher semi-conductor related capital expenditure in the current financial year, probably up from a previous ¥233bn to ¥343bn, a rise of 47 per cent, compared with a 31 per cent forecast rise in sales. The new capital expenditure is expected to be concentrated on semi-conductor manufacturing facilities.

Mitsui O.S.K. Lines at 100:
"Our best years are still ahead."

From wind power to solar power, semaphore to satellite, Mitsui O.S.K. Lines' first century has been one of wondrous change and development. Yet, as we pause to reflect in our centennial year, it's not to the past we look, but ahead. To even more rapid and revolutionary changes in our industry. To a future, the final form of which we can't predict, but one in which we expect to have a hand in shaping. To the best years of our corporate life.



Port to port, people to people—100 years
Mitsui O.S.K. Lines
Head Office: Tokyo, Japan

LONDON BRANCH — Plantation House, 31-35 Fenchurch Street, London EC3M 3HP. Telephone: 01-283 7081/8
U.K. & EIRE — General Agents: Lambert Brothers Ship Agencies Ltd, 450 High Road, Ilford, Essex, IG1 1NA Telephone: 01-553 3311

JAPANESE INDUSTRY VIII

Digital network linkup by the 1990s

Telecommunications
CHARLES SMITH

JAPAN PROBABLY has passed the stage in its economic development where growth is likely to be fostered significantly by investments in conventional industries such as steel or cars. However, it still looks as if the coming revolution in telecommunications could provide a stimulus to the economy.

At the centre of the revolution, so far as Japan is concerned, is the ambitious plan of the state telecommunications entity, Nippon Telegraph and Telephone (NTT), to set up an Information Network System (INS) that will link the entire nation with a single multi-purpose digital communications network by the late 1990s.

INS is now in the very early stages of being implemented but the plan has already become a symbol of the new "information era" in which economic growth will be fuelled more by high technology industries and services rather than by traditional "hardware."

The background to NTT's enunciation of its INS concept

is the same as that which has impelled a number of telecommunications authorities in other countries to take a fresh look at their systems in the past few years. One major development has been the appearance of a number of new communications systems, such as facsimile, that work better when messages are transmitted digitally than when a traditional analogue telephone line is used.

A second important change in the situation facing NTT and other authorities has been the rapid emergence of fibre optics technology. Optical fibres, which transmit telecommunications signals in the form of light, can carry a far higher volume of digital information than conventional coaxial cables and therefore offer a highly suitable means of communication in an age when facsimile and data transmission between computers is likely to become increasingly common.

Telecommunications authorities like NTT theoretically have the option of ignoring the new information technologies and sticking to their traditional business of operating analogue telephone systems. However, NTT seems to have been no exception to the general pattern in deciding that it must confront the challenge facing it even if this means rebuilding much of

Japan's existing telecommunications system.

One reason why NTT would have been very unlikely indeed to ignore the opportunities presented by revolution in telecommunications technology is that Japan happens to be "particularly well suited to 'digitalisation'." Digital systems tend to work better—or at least more economically—in situations where heavy loads of information are being carried over short distances, as in Japan, rather than in countries like the U.S. where the telecommunications system has to carry relatively small amounts of information over many thousands of miles.

Japan's densely-packed urban communities all lying within a few hundred miles of each other present precisely this first type of situation, although NTT officials say that many European countries should also be well suited to the introduction of digital telecommunications links.

The distinctive point about Japan's position vis-à-vis the digital revolution in telecommunications is that NTT appears to have got itself committed to a pre-digital switching system that could prove costly and time consuming to change. About 80 per cent of the switching systems in use within the

NTT communications network are of the conventional crossbar type rather than of the "time division" electronic variety which is needed to get the best out of a digital communications system.

Switching

A senior NTT official who was closely involved with some of the groundwork for establishing INS believes that Japan may be about 10 years behind the U.S. in making the change to electronic switching systems. In ordinary circumstances, he adds, the corporation would need to allow about 15 years for full depreciation of its conventional switching system before starting a full change-over to digital switching systems.

Part of NTT's solution to the problem of speeding up the transfer to a digital switching system is to try to ensure that its investment in digitalisation earns the maximum return from the beginning. To this end NTT hopes to persuade the largest possible number of telephone subscribers in Japan to start using the new telecommunications terminals (computers, facsimiles and so on) that will generate a high volume of traffic down digitalised transmission lines.

NTT, however, has no intention of making or marketing terminal equipment itself. As with previous stages in the extension and diversification of Japan's telecommunications system, the corporation hopes to mastermind the development of new equipment at its research laboratories on the outskirts of Tokyo and then have it manufactured by the major electronics groups that have co-operated with NTT in the past.

The development of the "mini-fax" home-use facsimile machine under NTT auspices is one recent example of the way the corporation sponsors new developments in hardware that are likely to create additional demand for the telecommunications network. Many such developments are likely to take place over the next few years.

Although much new equipment still has to be designed and developed, NTT officials say that all, or nearly all, of the basic technology needed to establish INS is already available. Success of failure of the INS concept, however, may hinge crucially on whether the system makes sense economically. The costs of the communications hardware and telephone subscribers will have to buy to "join" INS which natur-

ally depend on economies of scale and thus on how many people want to use the system in principle. This question, in turn, will relate to the charges set by NTT in the new bit-based tariff system that will eventually replace conventional telephone charges.

An experimental microcosm of INS in the Tokyo suburb of Mitaka City is already in operation with about 1,000 companies and 9,000 private homes linked to an optical fibre communications system that transmits data between telephones, computers and facsimiles.

NTT hopes to learn much from the Mitaka experiment about how INS will work on a nationwide basis but it seems likely that, even when the experiment ends, many crucial questions will remain unanswered.

NTT has yet to reveal how much it plans to spend on INS over the next two decades but a few rough indicators are available as to the scale of the corporation's thinking. Investments that are directly related to INS already absorb several hundred billion yen per year out of the corporation's annual investment bill of ¥1,700bn (87bn) over the next few years. Ultimately, some 80 to 90 per cent of NTT investment could be going



Digital telecommunications links are expected greatly to improve the transfer of business information. Above: the foreign exchange dealing room at the Sumitomo Bank, Tokyo.

towards the establishment of the systems.

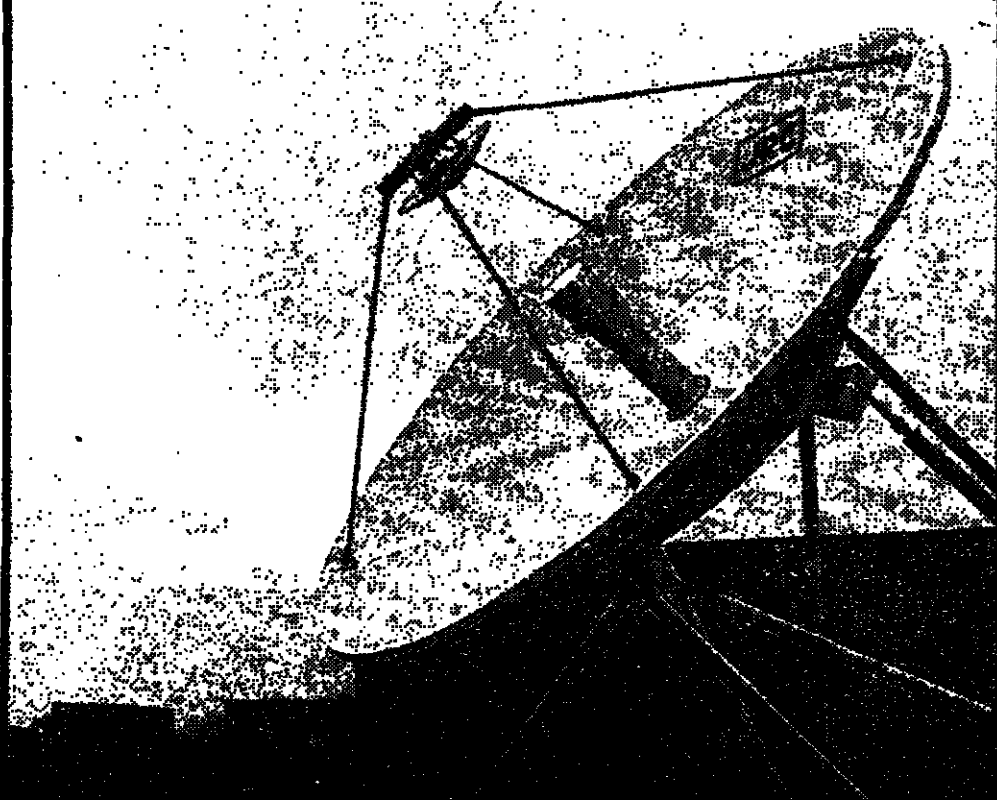
NTT's investments in INS could well dwarf those of any other Japanese public or private corporation by the late 1980s (with the exception of the electric power industry) but they will form only a part of the total amount of money to be spent. The rest will be coming from the considerable private companies which will manufacture equipment for the INS system.

A final question about INS concerns the extent to which NTT will actually remain the dominant force in Japan's domestic telecommunications

business once the system is established. NTT executives say they expect rival optical fibre networks to be laid down some time in 1990s or 1990s along the new high-speed rail tracks that Japan National Railways plans to build.

Competition could also come from the series of independent cable TV (CATV) networks that are expected to be licensed in Japan over the next few years. NTT's only official comment on all this is that it welcomes competition and that INS should be able to thrive alongside, or perhaps even in conjunction with, alternative means of telecommunication.

JRC A Group of Creative and Dedicated Engineers Working for Tomorrow's World.



MARINE ELECTRONICS

- INMARSAT Ship Earth Station
- Radio Transmitters & Receivers
- Radiotelephones
- Radars/Collision Avoidance System
- Navigational Instruments
- Facsimile Receivers
- Fishing Electronics Equipment

LAND-USE COMMUNICATION SYSTEMS

- Domestic/Regional Satellite Small Earth Station
- Radio Communications Systems
- Coast Stations
- Automatic Mobile/Rural Telephone Systems
- Telemetry & Telecontrol Systems
- Simulators (Air Traffic Control & Marine Bridge)

JRC Japan Radio Co., Ltd.

Since 1915

MAIN OFFICE: 5th/6th Floors, Akasaka Twin Tower (Main), 17-22, Akasaka 2-chome, Minato-ku, Tokyo 107, Japan
Phone: (03)564-2411 Telex: 242-5420 JRC TOKYO Cable: "JAPAN RADIO TOKYO"

UK BRANCH OFFICE: N. Shikoku, Ground Floor, Temple Chambers, Temple Avenue, London E.C.4 Phone: 01-353-7950
Telex: 885625 JAPRAD G

U.S.A. BRANCH OFFICE: 110 East 58th Street, New York, New York 10022 Phone: 212-355-1180
Telex: 230-645633 JAPRAD NYK

Recession has left the big five integrated producers working well below capacity

Victim of its own investment programme

Steel

JUREK MARTIN

JAPAN'S STEEL industry is in what might be described as, if the pun can be excused, an ironic position. No nation has a more efficient, technologically advanced steel industry as Japan, yet few industries have ever been so unexpectedly hoist on the petard of investment in new productive technology as four of the five major Japanese integrated steelmakers when the bottom fell out of the market for seamless pipe.

To compound the irony, at the lower end of the market is the fact that the Japanese steel industry—whose inroads into foreign countries is well known—is now starting to complain that in Japan itself its products are having to compete at a disadvantage, with subsidised steel from the newly-industrialised countries. The philosophy of several of these is based on emulating the Japanese economic miracle.

Further, the domestic steel industry, an international pioneer in making steel a more versatile commodity, is also having to face up to the challenge of producers of steel substitutes, such as new materials as fine ceramics, carbon fibres and titanium.

Rubbing in the ironies are the more generally felt problems of a severe domestic and international recession, from which the signs of recovery are only just beginning to show. Japanese steel mills are still operating at only about 60 per cent of capacity, with more than a third of the country's 65 mills closed down.

In their last reporting half year, ending September 30, the five integrated producers (Nippon Steel, Nippon Kokan, Kawasaki Steel, Sumitomo Metal and Kobe Steel) lost a collective ¥57bn (\$243m). All but Kobe Steel, which never got into seamless pipe, suffered sales declines of between 11 and 29 per cent, and all five

had to sell off securities to meet dividend payments.

Yet in sharp contrast to its European and American counterparts, to whom rationalisation and/or protectionism have become the slogans of survival, Japan's steel industry still believes that the way out of the mire lies in as much new technological investment as can be afforded in basic steel and high value-added production, spiced with parallel investment, though mostly for the longer term, in new materials.

Total steel industry capital investment this year will be in the ¥1 trillion (\$41bn) range, a little above last year and not far below the nominal post-recession 1978 mark of nearly ¥1.2 trillion. That still accounts for some 10 per cent of all Japanese industrial investment and steel remains exceptional among Japanese industries in the last two years in increasing the levels of capital investment.

It is true that this reflects in good measure what appears to have been a mistaken gamble on seamless pipe, the cycle of investment in which is only now being completed. It will be recalled that in 1981-82 the burgeoning demand by the international energy industry for seamless pipe was more than masking huge recession-induced softness in price for steel sheet and plate.

Alloys

But the collapse in the price of oil and the slump in international energy activity brought the price of seamless pipe down from over \$1,400 a tonne to well under \$500 a tonne in the space of less than a year. With stocks of pipe still high it is estimated that demand will rise at best to 60 per cent of its earlier levels.

Yet the lesson that the Japanese steel industry appears to have derived from this bitter experience is the need to produce yet more high-quality, high-value sophisticated steel products. Hence the emphasis now on corrosion-resistant sheets, very thin sheet, steels for use in extremely cold climates, new alloys—plus the new focus on gasification and previously mentioned new materials, as well as improvement in the quality of such staples as rods, bars and wires.

The five major integrated producers have a total of 32 significant development projects under way this year.

The threat from low-cost imports poses a challenge of a different kind since it consists primarily of lower grade cheaper steel, principally from South Korea, whose steel industry, of course, Japan was instrumental in developing and, increasingly, from Taiwan. Imports currently account for about 5.5 per cent of the domestic market, but the growth rate has been rapid: up a quarter in the first nine months of this year compared with the comparable period of 1982.

Lower labour costs and government subsidies, plus dumping in Japan of steel at less than prices in countries of origin, are, in the opinion of the Japanese steel industry, the major reasons for this expansion (Japan, of course, used to be accused of exactly the same offences by American and European competitors).

Japanese nervousness was more than apparent this year in the extreme reluctance of the Japanese steel industry to transfer, albeit indirectly, technological know-how to the second-planned Posco integrated mill in South Korea, due to come into production in 1988.

Unfortunately for the industry, the government of Mr

Yashuhiro Nakasone, intent on improving relations with South Korea, has made economic co-operation a cornerstone of its bilateral policy. Thus Japanese assistance to the second Posco mill will go ahead, with major Japanese manufacturers of plant and equipment, rather than the steel industry itself, acting as the intermediaries.

But it is generally suspected that the Japanese steel companies will carefully monitor what technology is made available to the South Koreans and may even seek to obtain some informal understanding from Posco on limiting exports to Japan as a quid pro quo. There is a natural Japanese reluctance, shared by both government and industry, to be seen at this stage to be raising barriers to trade; after all, existing restraints on trade notwithstanding, Japan exports some 94m tonnes of its projected 96m tonnes production and is not unaware of the irony of the position of those who live in glasshouses.

An alternative is for the domestic industry to meet the imported threat head on, pro-

Plant and equipment expenditure by major Japanese Steel Producers

	1980	1981	1982	1983*
Nippon Steel	165	220	300	250
Kawasaki Steel	65	106.5	136.2	136.7
Nippon Kokan	46.4	93.1	164	166.4
Sumitomo Metal Inds	102.1	125.2	180	155
Kobe Steel	64.5	71.9	64.5	69.4

*Company estimates of steel divisions only
Source: Nomura Securities.

duct-for-product, which is eminently within Japan's capacity. After all, more than 80 per cent of crude steel is continuously cast, nearly three times as high a proportion as in the U.S. and nearly twice as high as in Britain and France.

But if the Japanese government has made the industry uneasy in its dealings with South Korea, it has brought the steel companies unalloyed pleasures by the continued improvement in relations with the People's Republic of China. In fact, soaring Chinese demand

for Japanese steel, especially for pipe to use in its emerging oil industry, may even take some of the sting out of the seamless pipe debacle.

Japan will probably sell close to 6m tonnes of steel to China this year, at least double the 2.9m tonnes of 1982, which was itself a third higher than in 1981. An estimated ten per cent of this year's Chinese purchases will be for seamless pipe. In all, China now stands as the largest single foreign country market for Japanese steel products.

Icarus might have made it with real time information.



As you get closer to your goal, conditions can change rapidly. So success means having the right information as it happens. That's why Sumitomo Bank keeps you flying high in all climates by exclusive facilities such as on-line data between our many overseas offices and Tokyo.

Extensive information

networks and computerized services combined with our specialized advisors and sophisticated management are powerful Sumitomo resources we invite you to use. With an eye on the future, Sumitomo's creative banking services and perspectives can do more for you. At the start. And at the bottom line.

SUMITOMO BANK

3-2, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100, Japan

Thinking About Japanese Securities?

Talk to the experts at Nippon Kangyo Kakumaru Securities for an informed opinion on the economy, the currency, portfolio mix, or a company. As one of Japan's leading securities companies, we have the research and market-making capabilities to help you realize the opportunities in the Japanese market.

NIPPON KANGYO KAKUMARU SECURITIES CO.

13-1, Kabuto-cho, Nihonbashi, Chuo-ku, Tokyo 103, Japan. Tel: 639-7511, Telex: J24930 KANGYOKS

Overseas Offices:

•Nippon Kangyo Kakumaru (Europe) Limited: Garden House, 18 Finsbury Circus, London EC2M7AT, U.K. Tel: 633-4871, Telex: 886221 KANGYO G

•Nippon Kangyo Kakumaru (Switzerland) S.A.: 14 rue des Cordiers, 1207 Geneva, Switzerland Tel: 351060, Telex: 23238 NKS CH

•Paris Representative Office: 30 rue de Gramont, Paris 2e, France Tel: 286-5401, Telex: 23238

•Frankfurt Representative Office: 6000 Frankfurt am Main 1, Bockenheimer Landstrasse 47, F.R. Germany Tel: 72 08 81, Telex: 412620 NKS D

•Nippon Kangyo Kakumaru International Inc. (New York) •Nippon Kangyo Kakumaru (Asia) Limited (Hong Kong)

JAPANESE INDUSTRY IX

Electronics at the centre of research activity

Car design

ROY GARNER

THE SEARCH for improvements in car design through the introduction of increasingly sophisticated electronics equipment is a trend which can be discerned worldwide. In Japan, however, the switch in emphasis is especially fast-moving, and has gained added impetus as an indirect result of the nation's difficulties in export markets.

The introduction of import ceilings in the U.S. and the protectionist sentiments in European markets has recently caused Japanese companies to focus their attentions once again on the home market. The Japanese car buyer is second to none in terms of what he or she expects in the area of operational efficiency, particularly in fuel economy and overall durability, and also in the installation of the latest in new electronic gadgetry.

Each of the big Japanese makers supports a vast array of different car "models," and it is to high-tech innovation that they now look to satisfy the demand for constant improvements on these familiar basic designs.

The home market is also particularly testing because of the uniquely strict design specifications imposed by the Japanese Government, especially concerning exhaust emission and noise pollution. As a result, visitors to the Tokyo Motor Show in November were able to browse over futuristic innovations including everything from the centralised computer control of engine performance, and electronic skid control, to inertial navigation systems and windscreen wipers which are activated automatically by raindrops.

Other forms of design innovation constitute a significant part of Japanese R&D programmes, notably in the use of new lightweight materials such as ceramics and fibre-reinforced plastics, and in the use of aerodynamically sophisticated styling. It is the application of advanced electronics, however, which lies at the core of research activity.

The introduction of the electronic monitoring and control of engine functions has facilitated drastic improvements in car efficiency and performance. With specific applications including electronically controlled fuel injection, timing, ignition, engine idling reduction, and exhaust cleaning.

The predictable outcome of such a diverse availability of electronic controls has been the introduction of computerised central control systems which co-ordinate all of these functions simultaneously. Nissan's Electronic Concentrated Engine Control System (ECCS) is already available in all of its car series, and Toyota is increasingly introducing its TCCS (Toyota Computer Control System), both of which control most of these basic engine functions.

As a measure of how rapidly the electronics revolution is spreading, Toyota estimates that the value of electronic automotive components purchased by the Japanese automobile industry in 1983 will be three times that of 1980.

The timing of the "high-tech" movement is also closely linked to the rapid advances which have been made in the Japanese semiconductor industry.

Since about 1980, when Japanese mass production techniques succeeded in providing low-priced high quality IC's, the automobile industry has become one of the largest buyers of the 16K Ram and 64K Ram chips, purchasing approximately \$400m worth of IC's in 1981, and it is this ready availability of miniaturised high-performance components which has offered the technical underpinning for the new wave of electronic innovations.

Optical fibres
At the Tokyo Show Nissan introduced its vision of the car of the 1990s, the NX-21. The ceramic gas-turbine engine automobile featured the liberal use of this lightweight optical fibres as a substitute for the bulkier wiring of conventional cars,



Intensive efforts are being made to improve car performance. These students at Musashi Technological College are checking a newly-developed diesel engine which runs on liquefied hydrogen.

another important complementary innovation. Fibre optic wiring offers a greater density and efficiency of signal transmission, and is expected to become a familiar feature as improved optical fibre products come on to the market.

The NX-21 also features a magnetic memory card reading system. The card contains a range of information about the drivers preferred settings for the seats and car controls, and these are automatically adjusted once the card, which serves also as an ignition key, is inserted.

The corresponding super-car from Toyota is its FX-1 which, like the NX-21, features a colour CRT display screen upon which the driver can call up visual information about the operating condition of the engine, and self-diagnosis information about developing faults.

The FX-1 also utilises a voice-recognition system which responds to a limited range of pre-set instructions concerning the operation of the car lights and windscreen wipers.

Several experiments have previously been made with the use of voice-synthesis chips to instruct the driver on such matters as the fastening of seat belts and speed adjustment, but motorists have commonly tended to simply switch these gadgets off once the initial novelty value has waned.

The latest versions offer more worthwhile warnings, telling the driver if he is

becoming drowsy or driving too close to the car in front. It is too early yet, however, to know whether these instruction systems will meet eventually with greater public approval.

Mazda's car of the future, the MX-02, attracted a lot of attention with its computer-controlled four-wheel steering system which allows the rear wheels to be moved sideways for parking manoeuvres, and for more efficient cornering. The MX-02 also features a system which displays essential information on the lower part of the windscreen, allowing the driver to keep his eyes permanently on the road ahead.

Safety features are becoming an increasingly high priority in car design. Electronic sensor devices are now used to monitor the driver's level of alertness in reactions, check the distance being kept between the driver's car and other cars or obstacles ahead, and to give warnings of such dangers as low tyre pressure.

Manufacturers also claim that their electronics equipment will increase safety by reducing the driver's workload. Some argue, however, that the dashboard arrays of these future cars, which often take on more of the appearance of an aircraft flight deck, will, on the contrary, disrupt the driver's attention.

Looking further into the future, Japanese makers express much interest in efficient navigational aid systems. Already Honda has announced an electro gyro-compass unit which uses a sealed helium gas-filled gyro and overlay maps to provide information on the driver's whereabouts.

Sensors
Toyota is experimenting with its computerised Navicom system which can be used to home in on pre-determined points by use of terrestrial magnetic sensors.

Nissan has also introduced a magnetic drive-guide system. Makers are aware that the majority of drivers in Japan spend much of their driving hours crawling slowly through heavy city traffic. Consequently, the accent on internal comfort is also strong.

Recently introduced luxury sports models include Digital Axury Disc sound systems, seats with built-in speakers and vibrators, which allow passengers to "feel" the sound, and increasingly sophisticated air-conditioning systems.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

becoming drowsy or driving too close to the car in front. It is too early yet, however, to know whether these instruction systems will meet eventually with greater public approval.

Mazda's car of the future, the MX-02, attracted a lot of attention with its computer-controlled four-wheel steering system which allows the rear wheels to be moved sideways for parking manoeuvres, and for more efficient cornering. The MX-02 also features a system which displays essential information on the lower part of the windscreen, allowing the driver to keep his eyes permanently on the road ahead.

Safety features are becoming an increasingly high priority in car design. Electronic sensor devices are now used to monitor the driver's level of alertness in reactions, check the distance being kept between the driver's car and other cars or obstacles ahead, and to give warnings of such dangers as low tyre pressure.

Manufacturers also claim that their electronics equipment will increase safety by reducing the driver's workload. Some argue, however, that the dashboard arrays of these future cars, which often take on more of the appearance of an aircraft flight deck, will, on the contrary, disrupt the driver's attention.

Looking further into the future, Japanese makers express much interest in efficient navigational aid systems. Already Honda has announced an electro gyro-compass unit which uses a sealed helium gas-filled gyro and overlay maps to provide information on the driver's whereabouts.

Sensors
Toyota is experimenting with its computerised Navicom system which can be used to home in on pre-determined points by use of terrestrial magnetic sensors.

Nissan has also introduced a magnetic drive-guide system. Makers are aware that the majority of drivers in Japan spend much of their driving hours crawling slowly through heavy city traffic. Consequently, the accent on internal comfort is also strong.

Recently introduced luxury sports models include Digital Axury Disc sound systems, seats with built-in speakers and vibrators, which allow passengers to "feel" the sound, and increasingly sophisticated air-conditioning systems.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Electronic wizardry is also becoming important as a measure of status. The increasingly affluent younger generation of Japanese in particular have grown to expect a great deal in terms of new gadgetry when choosing a new car, and as a result makers, through their own actions, have found themselves engaged in a sometimes frantic race to satisfy these raised expectations.

Which full service shipping company started out 98 years ago with 58 ships and today runs over 280?

1885 58 ships
68,198 G/T

S.S. Yamashiro Maru Gross Tonnage: 2,528 G/T
Length: 91m Breadth: 11.4m
Service Speed: 8 knots

1925 87 ships
524,312 G/T

S.S. Hakusan Maru Gross Tonnage: 10,380 G/T
Length: 150.88m Breadth: 18.9m
Service Speed: 14 knots

1983 284 ships
7,099,656 G/T

M.S. Kasuga Maru Gross Tonnage: 58,440 G/T
Length: 289.49m Breadth: 32.2m
Service Speed: 23.25 knots

Charting a course for tomorrow as well as today.

Head Office: Tokyo, Japan ■ London Branch: P & O Bldg, 9th Floor, 122-138 Leadenhall St., London E.C. 3V 4PS, England, U.K. Tel: (01) 263-2099 ■ Res. Rep., Hamburg: c/o Phe. van Ommen (Hamburg) G.m.b.H. Tel. (Direct) 3593248, (Agent) 35931 ■ Res. Rep., Düsseldorf: c/o Rhein-Seelacht, G.m.b.H. Tel. 0211-3871147, 0211-370803 ■ Res. Rep., Paris: c/o Worms Service Maritimes Tel. 265-19-00 ■ Res. Rep., Milan: c/o Compagnia Italiana Marittima Aeronautica Tel. (Direct) 864418 (Agent) 809021 ■ Senior Res. Rep., Middle East, Res. Rep., Middle East and Res. Rep., Athens: c/o The Scandinavian Near East Agency S.A. Tel. (Direct) 462-3646 (Agent) 452-1111 (ext. 49)

NYK LINE
NIPPON YUSEN KAISHA

The seamless connection: Bank of Tokyo



Bank of Tokyo provides the seamless connection between your local and international banking needs. Bank of Tokyo does this with superior services at both local and worldwide levels with a network more extensive than that of any other Japanese bank. Over 240 offices, representative offices and subsidiaries with their offices and 1,900 correspondent banks become powerful assets on your side in today's demanding financial environment.

Compare our performance. We believe you will find it speedier, more reliable and more economical. From organizing worldwide syndicated loans to rapid foreign remittances to considerate local services, Bank of Tokyo provides the meticulous concern you deserve.

Leaders in international banking since 1880
BANK OF TOKYO

Hope for growth by diversifying

Textiles

JOHN BURTON

THE TEXTILE industry frequently has been described as one of the main engines of growth which pulled Japan into the industrial age. Now Japanese textile companies are looking to high-tech industries, ranging from biotechnology to consumer electronics, to pull themselves out of trouble.

When the first oil shock struck in 1973, makers of man-made fibres saw their raw material costs skyrocket. That coincided with the spread of manufacturing plants for the three main synthetic fibres—polyester, nylon, and acrylic fibres—that had moved lower labour costs, such as South Korea and Taiwan.

Decline

The result was that the Japanese textile industry, bedeviled by cheaper imports at a time of market stagnation, experienced a sharp decline in sales and profit growth, a position from which it has not yet recovered.

Unlike other depressed industries in Japan, such as petrochemicals and aluminium, textile manufacturers quickly adjusted to hard times by aggressively pursuing diversification into industries that shared some of the same know-how required for synthetic fibres.

That activity has clustered around four main areas: biotechnology, medical equipment and new industrial and electronics materials.

The textile industry's foray into biotechnology has received the greatest attention because of the market's potential growth. Toray, Japan's largest synthetic fibre manufacturer, is expected shortly to get approval from the Ministry of Health and Welfare to start production of the anti-cancer drug beta-type interferon.

Toray would be the first licensed manufacturer of the drug in the world and it has already announced plans to begin construction of a plant for the drug next July. However, beta-type interferon will be produced through a mass cell culture process, considered less efficient than gene-splicing (recombinant DNA), and its market potential may be limited by the fact that it can fight only certain types of cancer.

For that reason, Toray has funded research by Genetech in developing gamma-type interferon, which has greater commercial possibilities because of its versatility and its production through gene-splicing. In return for its financial support, Toray would receive marketing rights for the drug in the Far East.

Competing with Toray in the anti-cancer drug field is Teijin, the largest polyester maker in Japan. Teijin already has a fairly prosperous pharmaceutical business based on the manufacture of Venilon, a drug for treating severe infections. Its drug subsidiary, Teijin Pharmaceuticals, which had a recurring profit of ¥1.3bn (\$5.1m) in financial year 1982 on sales of ¥16.7bn (\$67m), has amalgamated into the parent company on October 1 to boost its profit picture.

Teijin is developing monoclonal antibodies for fighting cancer with Hybritech in the U.S. and is co-operating with Biogen on an anti-hemophilia drug as well as with Fujisawa Pharmaceutical, its marketing agency for Venilon, on a prostaglandin.

Meanwhile Toyobo, Japan's eighth largest textile maker, is involving itself in the manufacturing sector of biotechnology by producing enzymes for research and production.

Textile manufacturers have expanded also into the related area of medical equipment. Asahi Chemical, Kuraray, Toray, Teijin and Toyobo are producing artificial kidneys, dialyzers, and Asahi Chemical and Kuraray are also making equipment for blood separation.

A more mature industry for textile companies is the production of new industrial materials, chief among which is polyacrylonitrile (PAN) carbon fibres. Although carbon fibres were developed for use in aircraft components, the first practical market was in sports goods, for example to strengthen the shafts of golf clubs. The market greatly expanded when the aircraft industry began to find effective ways of using it in the manufacture of its components. Since it is stronger than steel but lighter than aluminium, carbon fibre is replacing metal alloys in the assembly of wing flaps, for example.

Toray has become the world's largest producer of carbon fibres, with more than a 50 per cent share of the world market, and it and Toho Rayon are supplying the material for Boeing 787s, which use about a ton of carbon fibres each.

However, Toray experienced difficulties in its carbon fibre sector last year with sales in the first half of financial year 1983 falling below the level for the second half of 1981 because of a slump in orders for aircraft. Although Toray considers the setback to be temporary, it is seeking out other markets for carbon fibres such as centrifugal separation equipment for uranium enrichment.

Attracted by Toray's past success, other textile companies including Teijin and Nitto Boseki, are entering the carbon fibre field and the same companies are also pursuing development of other new materials such as fine ceramics (Toray, Asahi Chemical), aramid fibres (Teijin, Toray and Asahi Chemical), and optical fibres (Mitsubishi Rayon).

Opportunities

The booming demand for consumer electronics has been a godsend to the sagging polyester market. Textile companies are supplying polyester film as a basic material for the manufacture of VCR tapes, with Toray having roughly half of that market. And electronics are also providing other opportunities.

Toray is making tough materials to replace ceramics in IC packaging, and Asahi Chemical, Mitsubishi Rayon and Toyobo are producing similar electronic materials.

Although the diversified businesses represent a small share of total sales, averaging about 25-30 per cent in the case of the top ten textile companies, they have been the main source of profits. Asahi Chemical, Toray and Teijin, for example, had the best earnings performance in financial 1983 among synthetic textile makers because of their emphasis on non-textile businesses. Learners to diversification, such as Unitika and Mitsubishi Rayon, suffered profit losses.

However, textile executives, such as Toray President Yoshikazu Ito, concede there is no guarantee that diversification can rescue the textile industry from a dim future. He describes the company's interferon project, for example, as a "trial balloon" for future activity in the biotechnology area.

That means the textile industry is not depending wholly on diversification to solve its financial problems. Instead, it is looking to improved automation to make production competitive once again. Eight major synthetic fibre makers agreed this past summer to jointly fund a ¥2.5bn project that would cut the production time for polymerisation, spinning, crimping and winding.

The new equipment would replace facilities now at least a decade old and cut energy costs by 50 per cent and labour costs by 40 per cent. But the textile industry must wait another five years before the equipment is commercialised and the huge costs in replacing current facilities will reduce profits initially.

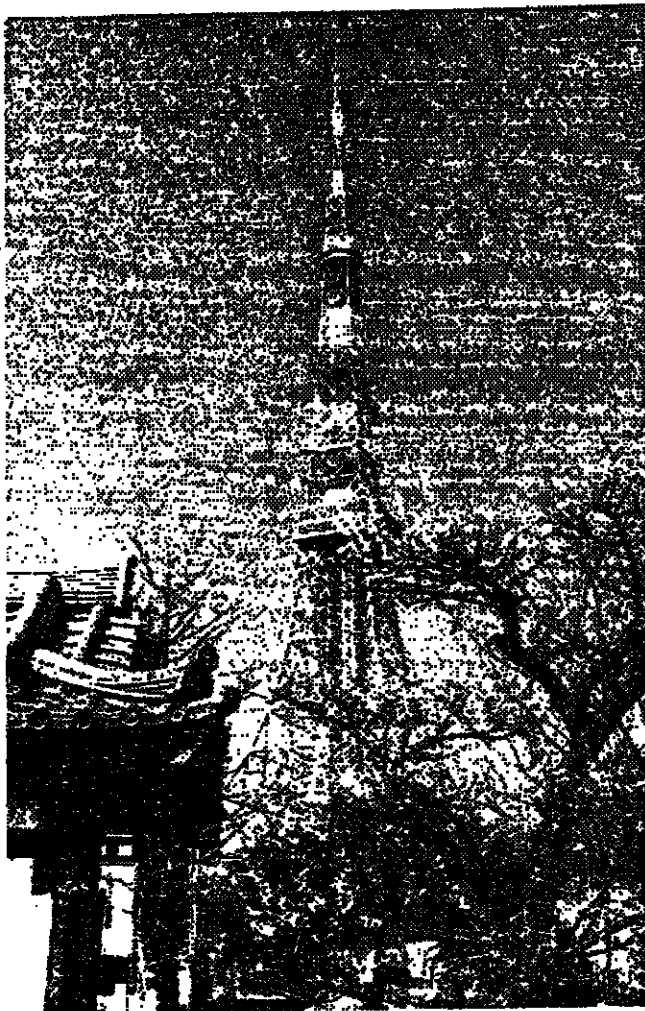
The Ministry of International Trade and Industry believes, however, that the textile industry can make a comeback. It notes that the new textile technology will increase price competitiveness at a time when the wage disparity enjoyed by developing countries is narrowing.

JAPANESE INDUSTRY X

Uncertainty as latest cartel expires

Cement

BARBARA CASASSUS



Tokyo Tower, one of the city's main landmarks. Japan has five commercial TV channels and the first cable station is on the way

THE CEMENT industry will have little to celebrate as it enters the New Year. The official cartel set up in August to reverse the drop in domestic prices will expire on December 31, almost certainly without coming anywhere near target, but with no certainty of what will happen next.

For the five-month duration of the cartel, output has been trimmed by 3.5 per cent and sales in the Japanese market by 2.5 per cent, against the same period of last year, in an effort to drive prices up from about ¥13,000 (\$55) a ton for bulk cement to ¥15,000 (\$64) or more.

But despite a compensating fall in energy costs, Japan's coal import prices have fallen 20 to 25 per cent since last year—the target is recognised as too ambitious in view of the extent of the demand slump and analysts now predict ¥13,400 will probably be the limit of the recovery.

Apart from the decline in cement demand for the key public sector, pressure on prices has been intensified by cut-throat competition among ready-mixed concrete manufacturers, which are acknowledged to be too numerous and

whose special tax and other financial concessions are due to end next March.

Meanwhile, cement makers are operating at an average of 63 per cent of capacity, with some plants completely shut down, and profits have tumbled, in several cases creating or deepening losses.

Rather than seek an extension of the cartel, the 24-company industry is preparing a plan to restructure marketing and distribution, which it will submit to the Ministry of International Trade and Industry (MITI) for listing under a second basic materials industry depression law enacted in April this year. If it is approved, manufacturers will be eligible for various government subsidies, tax benefits and other financial assistance to restore order to their operations and market.

Based on Japan Cement Association forecasts that domestic demand will average 76m tons and exports 10m tons annually over the next five years, makers are discussing a proposal to scrap 25m tons or about 20 per cent of their present total production capacity of 120m tons.

Furthermore, they would amalgamate their sales and distribution functions into five groups headed by Mitsubishi Mining and Cement, Onoda Cement, Nihon Cement, Sumitomo Cement and possibly Ube Industries, with effect from April 1984. But apparently negotiations are faltering over smaller

independent companies' opposition to this idea, for fear they would be swallowed by the giants if the industry is restructured along such narrow lines.

According to recent figures, after slipping for four years running, sales in fiscal 1983 (ending on March 31 1984) are projected to rise slightly to 84,670 tons from 84,330 tons in 1982, because of the effects of its export to the Middle East. Although domestic volumes were expected to be down from 72,370 tons to 70,350 tons, the government's economic package announced on October 27 offers some respite to the effects of its austerity spending programme.

An additional ¥1.88 trillion was allocated for public works in the second half of fiscal 1983, about half of it to go for repairs because of the earthquake and heavy rain damage. As Sumitomo, Onoda and Ube are strong in the affected areas, securities analysts tip them for investors because they are likely to secure a good share of orders for the extra 2.8m tons of cement needed for the works.

To offset the decline in domestic output and keep plants operating, manufacturers have stepped up exports this year, despite a price fall of more than 20 per cent compared to 1982. Total volume is expected to reach 12m tons, up from 11m tons, and should give Japan the edge over Spain as the top world exporter.

In recent years, the Middle East has overtaken South-east Asia by a two-to-one margin as the main regional market, with Saudi Arabia remaining in front against all post-oil price cut expectations.

As for other materials industries, manufacturers are looking over their shoulders at neighbouring rivals in South Korea and Taiwan.

Adversary

In the short-term, there is less concern about competition from South Korea, as it prepares for the Asian Games in 1988 and the Olympic Games in 1988, but Taiwan is proving more of a formidable adversary. It is said to have increased cement output capacity from 18m to 22m tons against dwindling domestic demand and is said to have set up an unauthorised cartel to bolster its export effort.

Although its fortunes are not healthy at the moment, the industry derives comfort from what is regarded as its superior production technology and energy savings resulting from its 99 per cent complete switch from oil to coal, financed in part by Japan Development Bank (JDB) loans.

At today's prices, the savings amount to about 50 per cent on the basis of Btu equivalence and have been enhanced by the spread of dry-process New Suspension Preheater kilns, which represented 85 per cent of the total at the end of 1982, and calciner furnaces to improve fuel efficiency.

On the other hand, the energy bill suffers from the fact that 20 per cent of the industry's coal purchases have to come from Japanese mines, and costs manufacturers \$80 a ton compared to \$50 a ton for imports.

At the same time, blaming inflated requirement projections when deals were negotiated, suppliers complain that not a single ton has been lifted so far this year under certain long-term contracts with the cement industry.

The main exporting country involved is Australia, the only one with sufficient spare mining capacity to meet the new demand in 1979, when much of the conversion from oil took place.

While the present state of the cement market adds impetus to diversification, makers are trying to break new ground also to increase the value-added element of their operations. One area they are concentrating on is fine ceramics, for which they have a solid foundation with their existing burning and grinding technology and highly-skilled chemists.

However, only one company, Mitsubishi Mining, is producing only on a limited scale, although others are gearing up to enter commercially so far, and then the field in some way. At the moment, Mitsubishi is producing four ceramic electronic components; capacitors (the main product), thermistors,

ring varistors and surge absorbers.

It opened a second ¥1.2bn plant this year next to its central laboratory at its Yokozaki Plant in Saitama Prefecture, and plans to build a third in the next few years. Sales of electro-ceramics are projected at ¥1.5bn in fiscal 1983 and ¥3bn in 1984, while clinical trials on artificial bones made of hydroxyapatite are about to begin with a target launch date of 1986.

Cement manufacturers are trying to keep their plans for fine ceramics firmly under wraps, but all the major companies and some of the smaller ones are at the research and development stage with electronic parts, engineering ceramics, basic materials or a combination of the three.

In some cases, they are aiming for the operation to represent 5 to 10 per cent of sales by the early 1990s. Other examples of manufacturers' moves into new materials are Onoda's tie-up with Daiichi Kasei to supply ceramic plasma flame spray, a coating material for sensors, and Nihon Cement's Calumite non-explosive demolition agent.

Clearly, these diversification plans are not far enough advanced to extricate the industry from its immediate plight. Meanwhile no one has forgotten that cement prices fell after the last two cartels were dissolved in January 1976 and December 1977.

Consumer-oriented services have become one of the fastest-growing sectors of Japan's economy in the past year. Charles Smith interviews two pioneers in this field

PROFILE: HIROYOSHI ISHIBASHI

On top of the weather

HIROYOSHI ISHIBASHI is a 36-year-old language graduate of a major Tokyo university who now runs Japan's largest "customised" weather forecasting company, the Japanese affiliate of the U.S. Ocean Routes group.

When Ishibashi joined Ocean Routes Tokyo office 11 years ago it consisted of "two retired master mariners and three cute girls" whose job was to maintain liaison with Japanese shipping lines that were buying the U.S. company's forecasts on Pacific routes. Today Ocean Routes Japan earns 45 per cent of group revenue, and is itself 40 per cent dependent on forecasts that are sold to individual on-shore clients.

Ocean Routes' first land-based customer was the largest baseball stadium in Tokyo which pays \$2,500 per month for a ahead of local sports covering days when it plans to hold a match. Other customers include Tokyo Disneyland and a number of major food companies in Tokyo which specialise in picnic lunch boxes.

Although localised weather forecasts now constitute the

fastest growing part of its business, Ocean Routes "went on land" gradually and without any advance planning on the part of its management. The process began when shipping clients started asking for dock-side weather forecasts and later for forecasts covering areas over which containers were being shipped to the dock. The company realised in about 1976 that specific forecasts designed for the organisers of public events could be a valuable extension of this business.

The Korakuen Baseball Stadium saves money on food for 25,000 people every time an Ocean Routes forecast causes it to cancel a match because of poor weather conditions. Updated weather reports during the match itself broadcast over

Korakuen's public address system to 50,000 people help baseball fans to decide to sit through a shower or give up and go home. They also provide free publicity for Ishibashi's company which may explain why it has never needed to advertise.

Ocean Routes Japan is now earning about ¥300m per year from customised on-land weather forecasts and Ishibashi claims the figure is trebling at 12-month intervals. He attributes this partly to technical progress, mainly in the computer field, which has transformed the speed at which highly accurate weather forecasts can be prepared for specific areas and partly to changing economic conditions in Japan.

During the "rapid growth" era before 1973 most Japanese companies sought profits by

stepping up sales volume. Now, says Ishibashi, a beer company or a manufacturer of room coolers will pay heavily for accurate weather data which will enable it to adjust its inventory or decide when to launch a sales campaign.

Ishibashi says he aims at a 92 per cent rate of accuracy over a 24-hour period in his forecasts for Korakuen and other public events clients but his contracts with such companies provide full payment only if the accuracy range is between 80 and 85 per cent. A better than 85 per cent performance earns the company a 10 per cent bonus from the client while a 30 per cent penalty is payable on a forecast that turns out less than 80 per cent accurate.

Ocean Routes forecasts are

based on a mixture of the company's own data and material provided by the Japan Meteorological Agency (JMA) but the company is not allowed to contradict anything that JMA says about the weather outlook on a given day. What it can do is offer more specific customer-related forecasts than JMA is able to do.

Ishibashi decided to get into the weather forecasting business after a number of years he was in charge of white washing as an executive of a big Japanese trading company was wrecked in a typhoon in the early 1970s. Ishibashi felt the wreck—in which 15 people died—could have been averted by better forecasting and decided to start doing something about the problem himself.

The decision may have been idealistic but it also turned out to be a lucky one. Whereas Ocean Routes is now a fast-growing and flourishing enterprise, Ataka and Company, Ishibashi's former employer, lost heavily on Canadian oil investment and was liquidated three years after he left.

PROFILE: KATSUYOSHI UKON

Success route of a handyman

KATSUYOSHI UKON is typical of the go-it-alone entrepreneurs who have been setting up new businesses in Japan's service sector. Mr Ukon, now aged 43, makes ¥200m a year as a professional handyman in the widest sense of the word. Not only that, he has established a network of some 50 handymen around Japan, all of whom originally studied the business at Mr Ukon's home in a suburb of western Tokyo.

Mr Ukon even has seven overseas "affiliates"—Japanese living abroad who have set up similar specialist services working for other Japanese residents in the U.S., Brazil, France and New Zealand. Between them Mr Ukon and his pupils constitute a small but significant new "industry" with a growth rate which probably exceeds that of any of Japan's major manufacturing sectors.

Mr Ukon decided to set up as a professional handyman in 1977 after watching a TV programme about a man who resigned from a safe job in business and failed to make a go of being a handyman.

Mr Ukon's approach was simple but effective. He printed a handbill listing some two dozen different types of services he was willing to perform (from minor mechanical repairs to advice on filling in tax statements) and delivered it personally to 1,000 or so homes in his neighbourhood. Within six weeks he had picked up ¥800,000-worth (\$2,706) of orders from 102 households and from then on the business never stopped growing.

Mr Ukon says that although his business has succeeded far beyond original expectations, the types of jobs he is asked to do in Tokyo have been different from those he expected to get.

Mechanical repairs and advice on legal matters (which his law degree from a major Tokyo university qualifies him to give) are in relatively small demand. What constitutes the bulk of

the business are small-scale "errand" type jobs such as shopping or house-cleaning. Ukon charges ¥2,000 (his minimum rate for any job) to pick up one copy of a newspaper for someone who is too busy (or too lazy) to go to the news stand for himself. A trip to the centre of Tokyo to buy two cinema tickets (costing ¥2,000 each) will cost the client ¥20,000 in professional "expenses."

Apart from everyday errands Mr Ukon and his colleagues have been given "jobs" staying in empty hotels (to give the impression that the establishments are thriving), standing in as speech-makers at weddings, and eating meals cooked by lonely housewives.

Antarctic

Two of Mr Ukon's more exotic overseas assignments have included going to Singapore to repair a refrigerator for a Japanese resident who did not want to call up a local repairman and visiting the Antarctic to bring back a stone for a collector.

The secret of being a handyman, according to Mr Ukon, is to insist on being paid for every service you perform no matter how pointless the service may appear to be or how little effort is required to perform it. Demand reflects the fact that big Japanese cities such as Tokyo now contain large numbers of wealthy and lonely people who are willing to pay seemingly extravagant prices for trivial services.

As to his motives, and those of his colleagues, Mr Ukon points out that he is earning six to 10 times more in his present occupation than he was as a water heater repairer for Tokyo Gas in the mid-1970s. To run your own business can be extremely lucrative, he says, but results are far from guaranteed. On a rough estimate only about 3 per cent of the Japanese men who leave big companies in their 30s or 40s to start new businesses do become successful entrepreneurs.

Marketability. That's the way we think of your cargo.

Having a fleet of over 120 vessels helps a lot. No matter what kind of cargo, we've got the ship or ships to handle it. But it is our computer that assures you smooth sailings all the way. Long before we ever see your cargo, all the pertinent data has been loaded into our computer.

That's why our tramp service is such an efficient link in the network between the Far East, Asia and Europe. And that's why our liner service linking the Far East, Japan and North America is so vital. The line with the routes, the ships, the experience and the computer to serve your better marketing.

SHOWA LINE

London Office: c/o Tatham Bromage & Co., Ltd. 46 St. Mary Ave., London EC3A 8EY
Tel: 01-283-9191. Telex: 885321
Overseas Offices: Vancouver, Seattle, San Francisco, Los Angeles, Chicago, New York, Mexico City, Tehran, Dubai, Singapore, Hong Kong, Manila, Sydney
Head Office: Hibiya Kokusai Building, 2-3, Uchisaiyacho 2-chome, Chiyoda-ku, Tokyo 100, Japan Tel: (03) 595-2211 Telex: J22310

Around the world...

With the passage of time, our services only get better. Our global network lets us serve you quickly, efficiently. Whatever your banking need, choose Mitsui Trust.

THE MITSUI TRUST & BANKING CO., LTD.

Head Office: 1-1, Nishinoshinmachi 2-chome, Chuo-ku, Tokyo, Japan.
Tel: 03-270-2811 Telex: J20201 Cable Address: TRUSTMITSU TOKYO
London Branch: 99 Bishopsgate, London EC2M 3XD, U.K.
Tel: 01-438-0841 Telex: 848670 MITSUIT G
Cable Address: TRUSTMITSU LONDON EC2
Mitsui Trust Bank (Europe) S.A.: Avenue Louise, 287 Bte 5, 1050 Brussels, Belgium Tel: 02-540-8250 Telex: 64729 MITSUB B
Cable Address: MITSUBEL BRUX
New York Branch: 100 Broadway, New York, N.Y. 10038 U.S.A.
Tel: 212-566-7500 Telex: 212100 MITSUB U.S. Cable Address: TRUSTMITSU NEWYORK
Singapore Branch: 100 Raffles Place, Singapore 04, Republic of Singapore
Tel: 229-8833 Telex: 212100 MITSUB SINGAPORE Cable Address: MITSUBTRUST SINGAPORE
Los Angeles Agency: 1000 Wilshire Blvd., Suite 1500, Los Angeles, CA 90017 U.S.A.
Tel: 213-674-1000 Telex: 212100 MITSUB LOS ANGELES
Sao Paulo Representative Office: Rua do Ouvidor, 100, 04010-000 Sao Paulo, Brazil
Tel: 011-304-1000 Telex: 212100 MITSUB SAO PAULO
Sydney Representative Office: 100 Market Street, Sydney, N.S.W. 2000 Australia
Tel: 02-361-1000 Telex: 212100 MITSUB SYDNEY
Nomico (Czechoslovakia) Representative Office: Na Mlynskeho nábřeží 12, 128 00 Praha 2, Czech Republic
Tel: 02-244-1000 Telex: 212100 MITSUB PRAHA
Mitsui Trust Finance (Hong Kong) Limited: 11/F, 111, Queen's Road Central, Hong Kong
Tel: 252-1000 Telex: 212100 MITSUB HONG KONG

パリ国立銀行

BNP celebrates this year its 10th anniversary in JAPAN

Tokyo

- BNP Branch
Yusen Building 3-2 Marunouchi
2 Chome Chiyoda-Ku
- BNP
Financial Representative Office
Yusen Building 3-2 Marunouchi
2 Chome Chiyoda-Ku

Osaka

- BNP Branch
Ohbayashi Building 37, Kyobashi
3 Chome Higashi-Ku

Banque Nationale de Paris

Head Office: 16 Boulevard des Italiens 75009 PARIS
Tel: 244-4546 Tlx: 280 605

JAPANESE INDUSTRY XI

Changing tastes bring boom

Hotels

BARBARA CASASSUS

THE FOURTH hotel construction boom in 20 years threatens to swamp Japan with an over-supply of rooms despite new demand from both foreign visitors, until recently the mainstay of the business, and the Japanese.

The widening of the Western-style hotels market, reflecting the changing tastes of the Japanese, has virtually eclipsed traditional inns (ryokan) in the two main cities of Tokyo and Osaka and is expected to have a similar impact elsewhere in the country.

The latest boom is partly in response to the opening of the new Tokyo Disneyland—the first outside the U.S.—last April and in preparation for the Teikoku Scientific Expo in 1985. The first two booms were triggered by the 1964 Tokyo Olympics and Expo '70 in Osaka and the third was dubbed the "boom without events." In that case, the target customers were Japanese and the new hotels were medium class with rooms of about 20 sq metres.

However, the present period of expansion involves both rooms to 35 sq metres, considered the minimum for top-flight hotels for foreign visitors, and their smaller counterparts, and is nationwide instead of concentrated in the major urban areas.

10,000 rooms

Nonetheless, over the next five years an estimated 10,000 rooms will be added to the present 30,000 in Tokyo and another 5,000 will be built in Osaka, where experts regard future demand projections as particularly over-optimistic.

Growth in Tokyo will focus primarily on inner suburbs, such as Shinjuku, Ikebukuro and Shibuya. It will be especially rapid in Shinjuku, where Japan's third largest hotel group, Fujita Tourist Enterprises, opens a 1,200-room Westin hotel this month, to be followed by an 800-room Hilton next year and a 500-room extension of the 500-room Sumitomo in 1988-89.

Lining up alongside the present 5,000 rooms, the new openings will make Shinjuku Tokyo's largest hotel district and will undoubtedly create stiff competition. The impetus for development comes from the relocation of a number of offices, the potential for offering non-stay services Japanese from the surrounding residential

areas and the fact that 7,000 sq metre plots of land needed to build 1,000-room hotels are no longer available in the centre of the capital.

To place the intra-Tokyo competition in perspective, however, the number of Shinjuku-based large companies (capitalised at ¥100m and over) are still outnumbered almost ten to one by those in central areas, where the established hotels are expected to remain at under the current 80 per cent for long.

There could be a temporary lull in demand while the market adjusts to the new supply, but occupancy rates are not expected to slide to under the current 80 per cent for long.

In Osaka, the outlook is gloomier as saturation point approaches and occupancy rates are predicted to slide to about 70 per cent and stay there.

The popularity of Western-style hotels among the Japanese is a direct effect of the country's more open international view. Since overseas travel was liberalised in 1969 the number of Japanese going abroad has soared from some 700,000 to more than 4m a year. In the process, they have become accustomed to the privacy, comfort and relative safety provided in the West—additional ryokan are built of wood and are therefore high fire risks.

Although room occupancy rates in Shinjuku rise to 95 per cent on Saturdays from 75 per cent on weekdays, in an apparent quirk to cater to the peculiarly Japanese propensity for "love hotels," demand from the indigenous population hinges largely on other services. For hotels in the U.S., rooms account for 60 per cent of sales and other facilities 40 per cent, whereas in Japan, the comparative figures are 30 per cent and 70 per cent.

This 70 per cent is composed mainly of official functions and highly lucrative wedding receptions. Perhaps only the more affluent can afford the ¥1m charged by one top Tokyo hotel for a wedding reception with 100 guests, but a lavish party to celebrate a wedding is indispensable to all Japanese and prompts many parents to start a special savings funds for the event virtually the day a child is born.

The bill might seem expensive, but apart from the food and drink, it does include hire of the bride's white wedding dress and kimono, hairdresser and barber for the bride and groom, and the requisite gifts for the guests.

One factor perhaps alleviating oversupply pressure on Tokyo's hotels is that the city is



Japan's capsule hotels, at \$12 a night, are part of the latest hotel construction boom. Each cubicle contains radio and TV, air conditioning and lights.

almost always on the itineraries of foreign visitors, whether they come to Japan for business or as tourists. From under 1m in 1970, overseas visitors are projected to total more than 2m this year. This is due in part to an increase in trans-Pacific flights, the opening of Tokyo Disneyland in nearby Urayasu and further relaxation of neighbouring Asian countries' travel restrictions. Taiwan eased its regulations in 1979, which had an effect on the 1980 figures, and South Korea lifted some curbs this year. The weakness of the yen has also acted as a stimulus to the flow of foreign visitors recently.

Mushrooming

Although the hotel industry is mushrooming, potential for foreign operators appears less than dazzling. Moreover, the five-year new room count excludes any further overseas entrants to the fray. The 20-year management contract held by Hilton International for the Tokyo Hilton will not be renewed when it expires at the end of this month. Instead, the hotel will be run by its owners, Tokyu Hotel Chain Co., a subsidiary of the Tokyu Corporation, and will be renamed Capital Tokyo.

As a general rule, sources suggest that with the years of experience and training in the U.S. and Europe, the Japanese do not need foreign expertise now. Therefore, the chances of foreign groups obtaining management contracts appear slim unless they are prepared to commit themselves financially, either through joint ventures, equity participations or at least loan guarantees.

Nevertheless, Hilton International, which will manage the Hilton Hotel in Shinjuku, will have a bigger stake than its leading Japanese partner, Nippon Fire and Marine Insurance. Also, several foreign groups, including Sheraton and Hong

Kong's Regent International, are interested in establishing themselves near Disneyland, while Trust House Forte and Hilton Corporation are understood to be looking at the Tokyo area.

Altogether, representatives of some six U.S. and two European groups have visited Japan recently to sound out the potential. One possibility is forming partnerships with life insurance and real estate companies whose moves into the hotel business are motivated by the desire to own buildings, not to diversify into hotel management.

However sanguine some Japanese operators appear about new arrivals, they are planning to step up new services, promotions and other features to ensure they keep regular customers and to lure others away from their competitors. Top-class hotels are introducing facilities such as non-profit-making executive lounges, where businessmen are provided with secretarial, translation, data gathering, copying and meeting-room services and also a one-day turnaround for visiting cards.

Another factor is service itself. The 21-year-old Hotel Okura in central Tokyo, which was voted second best in the world in a financial magazine's poll of bankers, explains its high rating by the standards of its service, achieved by the high personnel training in Japan and at other hotels in the group.

For a homogenous people, Japan's hotel industry is possibly surprisingly catholic. It encompasses not only Western-style and traditional establishments, but also a growing number of capsule hotels—cubby holes where men sleep off their sake at relatively moderate cost—and love hotels, where couples go to find the privacy their small homes lack. The latter are reported to represent a phenomenal ¥3 trillion a year, equivalent to about 1 per cent of the GNP.

When you're thinking international investment and financing, think 'Yamaichi Securities'.

A growth leader since 1897, Yamaichi now serves you in key capital markets worldwide.

Investment in Japan

Institutional investors who seek diversification into yen know they can rely on Yamaichi's long experience in the Japanese securities market, timely and resourceful research capabilities, and thorough knowledge of Japanese corporations.

Multi-National Fund Management

As the number one trader in foreign securities in Japan, Yamaichi provides expert advice on multi-national portfolios to a wide range of Japanese institutions. Yamaichi also offers overseas investors tailored investment services and advice on a global scale with particular expertise in Pacific basin economies.



YAMAICHI SECURITIES CO., LTD. Head Office: 4-1, Yamaichi Building, Chuo-ku, Tokyo 104, Japan. Tel: 3255-0111. Telex: 3255-0111. YAMAICHI SECURITIES CO., LTD. (London) Ltd., 10, Abchurch Lane, London EC4N 3DF, England. Tel: 01-488-2271. Telex: 3255-0111. YAMAICHI SECURITIES CO., LTD. (New York) Inc., 100 Broadway, New York, N.Y. 10005, U.S.A. Tel: 212-862-7000. Telex: 3255-0111. YAMAICHI SECURITIES CO., LTD. (Singapore) Pte. Ltd., 10, Raffles Place, Singapore. Tel: 222-8888. Telex: 3255-0111.

Singapore, Sydney, Seoul, New York, Los Angeles, Montreal, Bahrain, Hong Kong, Bangkok.

Financing in International Capital Markets

With historical links to the majority of Japan's top corporations, Yamaichi has long been a leader in managing Japanese corporate issues overseas. Our investment banking experts are also active in Japanese and major international capital markets, meeting the many and varied financing needs of international organizations, foreign governments, governmental institutions, etc.

And...

Whether your requirements include mergers, acquisitions, or project financing, if they involve international investment and financing, Yamaichi can help. With offices in every major financial market, chances are we're merely a local phone call away.

More leisure for pleasure

Leisure

JUREK MARTIN

CURRENTLY, the walls of the Tokyo underground are plastered with one particularly eye-catching poster. It features Japan's best golfer, Tameyuki Nakajima, at the completion of his picture-perfect swing. In his hands is a Vanguard driver, the most expensive of which, with graphite shaft and head, costs ¥90,000, or very nearly \$400.

The advertisement symbolises the nature of the Japanese leisure market and industry in what is an increasingly affluent consumer society, where 13 per cent of national income is spent on the pursuit of pleasure. In enjoyment, as well as in so many other aspects of life, the Japanese are perfectly prepared to pay a premium price for quality, all the more so if it can be seen to incorporate the latest in technological developments.

For all the national tendency to "fads" and "booms," this does not mean that the nation is eternally in the grip of the latest piece of technological wizardry spawned out by Japanese and, in the case of sports, foreign, industry. Statistics continue to demonstrate that traditional pastimes which long predated the first metal alloy, let alone the first integrated circuit, retain a strong appeal. Pursuits such as flower arrangement and Go, the intricate board game, appear to be as popular as ever.

But it is undeniable that the fastest-growing leisure sectors are those whose hardware and software do not come cheap and which are also susceptible to technological innovation.

Apart from watching television and eating out, the most popular Japanese pastime is travel, with trips overseas accounting for an increasing share of the business. According to the Leisure Research Centre, a quasi-governmental institute, in 1982 the cost of

foreign travel amounted to in excess of ¥400,000 per head, almost double the amount spent by those participating in the most popular leisure activity, hang-gliding and sky diving.

The travel boom undoubtedly is a major factor in the growth of the video business, as Japanese manufacturers have sought to meet growing demand for better, more sophisticated, lightweight video cameras, to record on film what has been seen elsewhere.

In tandem with the growth in travel is a very discernible national concern over physical fitness; Japan's diet is much richer and more varied than it was even 25 years ago and obesity, which outside the specialised world of sumo wrestling, has never been a national characteristic, has become more noticeable.

Here, the real growth has been in the provision of services rather than hardware. Studios for aerobic dancing, replete again with both personal and filmed instruction, have proliferated in recent years: in the opinion of the Leisure Research Centre, the industry is likely to expand nearly threefold in the years ahead.

Runners

Though the Japanese have been manic runners for some time and though companies traditionally have organised their employees into morning pre-work exercise routine, the expansion in aerobic and jazz dancing is yet another manifestation of the burgeoning spending power of the Japanese woman. For example, it is generally believed that it was women who initiated and then sustained the tennis boom in Japan: the number of tennis players rose from only 5m in 1976 to nearly 14m last year and it is significant that the marketing of tennis gear, including the latest metal rackets and clothing, is directed principally at women.

However, the general interest in fitness has spawned a substantial industry in the provision of sports complexes, of which perhaps the best known in Japan is the "Do Sports"

chain of mostly indoor recreation centres. Although the physical properties of a Do Sports plaza, swimming pools, tennis and squash courts, running tracks, saunas etc. are internationally unexceptional, they are run on uniquely Japanese lines, even down to the supply of uniform-like sweats, shirts, shorts, trunks and shoes to each customer.

The Japanese propensity to do things in groups has provided interesting software and hardware opportunities. The typical executive takes a week "entertaining" business contacts; a lot of this will be done, with increasing merriment, in bars, where, by convention, the executive will have his own, marked "keep" bottle of liquor.

A standard evening may involve visits to several bars and used to require that he had several bottles available in different establishments. A new wrinkle, however, is the provision of a simple computerised programme, in which participating bars automatically enter whatever alcohol is consumed into the central system and bill the executive, in possession of the right credit card, later, thus alleviating the need to buy extra bottles.

Since the average Japanese salaryman also likes to sing in the evening, one of the most marked booms in Japanese entertainment has been the proliferation of "karaoke" machines, powerful tape recorders playing background music to accompany the executive who wants to sing into the microphone provided.

So popular have these institutions become that the Tokyo city government has threatened to impose an 11 o'clock curfew on them to reduce the noise nuisance. Clarion, the leading Japanese audio manufacturer, is now finding a healthy export market for what had been assumed to be a unique Japanese institution.

The Japanese willingness to dig deep into the pocket for the best equipment and the cachet which, especially in sporting equipment, is still

associated with the best foreign brand names, has enabled foreign manufacturers to do surprisingly well in the Japanese market, in the face of intense domestic competition.

It is estimated that 30 per cent of all skis sold in Japan are imported, as are about 25 per cent of all tennis rackets and golf clubs. Market share is believed to be even higher in such specialised activities as mountain climbing and wind surfing.

However, the marketing power of the major Japanese companies managing sporting goods (Yonex, Mizuno and Yamaha, for example) is formidable, as is the increasing quality of their products. Equally noticeable is the diversification of the most electronic companies into athletics-related products.

Computer tennis

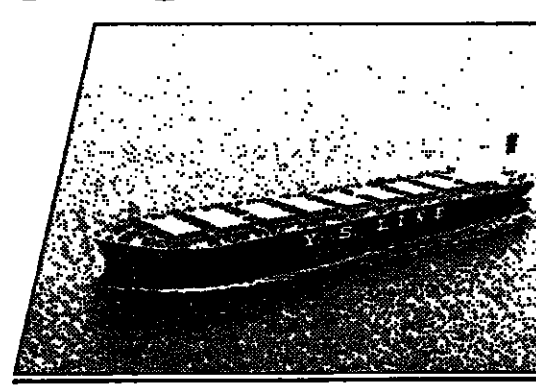
Sony, for example, has not only pioneered a computerised tennis training machine but has successfully adapted its expertise in video equipment to production of an immensely sophisticated programme suitable for training Olympic standard athletes.

Mitsubishi Electric's computerised golf trainer has also found substantial market in a nation in which actually getting on a golf course, let alone paying exorbitant green fees, can be difficult enough.

It is even the case that modern techniques and equipment, such as weight training machines, are entering the traditional world of sumo wrestling, where the acquisition of a vast pot belly through ingesting huge quantities of a high protein stew, plus beer and sake, was once considered the only sure key to success.

This year's new grand champion, Takatosato, attributes his success to weight training methods, while his great rival, the muscular but lightweight (280 lbs) Chiyonofuji, resembles only a distant cousin of the sumo behemoths of legend. Perhaps "ikebana"—the art of flower arrangement—will be next to succumb to the technological age.

The Y.S. Line fleet is an active one.



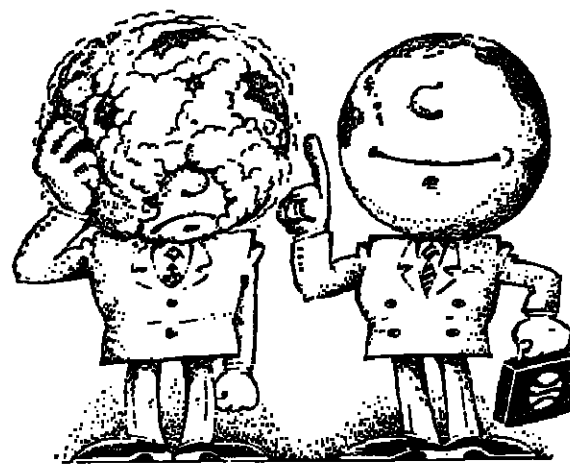
Steady growth over 60 years has built an operational fleet of 134 vessels for Y.S. Line. This diversified fleet has enabled us to reach new heights in service and experience, so today we can claim to have one of the world's finest shipping operations serving practically every need in ocean transportation.

Y.S. LINE

YAMASHITA-SHINNIHON STEAMSHIP CO., LTD. Head Office: Palace Building, Tokyo, Japan, Tel. (03) 282-7500. Overseas Offices: New York, San Francisco, Los Angeles, Seattle, Chicago, Houston, Toronto, London, Düsseldorf, Kuwait, Dubai, Tehran, Sydney, Melbourne, Nakhodka, Singapore and Hong Kong.

Let Us Make Everything Clear.

Turn to Sanyo for sharply-focused, quality research that's carried out with the needs of international investors in mind.



BROKERS DEALERS UNDERWRITERS & DISTRIBUTORS
SANYO SECURITIES CO., LTD.
Head Office: 1-8-1, Kayabacho, Nishimachi, Chuo-ku, Tokyo 103, Japan. Tel: 03-666-1233. International Business Headquarters: Tel: 03-668-6301. Telex: J26578 (SYSEC).
General Representative Office: 9 Boulevard des Philosophes, Geneva, Switzerland. Tel: 022-322-3288. Telex: 421524.
Sanyo International Limited: Human House (3rd Floor), Wood Street, London EC2Y 5BP U.K. Tel: 01-638-0231. Telex: 881297 (SYSECC).
Sanyo Securities America Inc.: 100 Broadway, New York, N.Y. 10005, U.S.A. Tel: 212-862-7000. Telex: 424662 (SYNY U).
Sanyo Securities (Asia) Ltd.: 36-37 New Henry House, 3F 10 Ice House Street, Hong Kong. Tel: 5-213473. Telex: 60534 (SYSEC HK).

JAPANESE INDUSTRY XII

Compact disc venture boosts flagging sector

Audio
CHARLES SMITH

JAPAN'S DEPRESSED audio equipment industry has received a small but significant boost this year from a new system of sound reproduction which owes at least as much to pioneering research and development in Western Europe as to the efforts of Japan's own electronics companies.

The system, known as the compact disc (CD for short), is the world's first commercially available digital sound reproduction system and is claimed to offer far higher fidelity, as well as greater dynamic range, than conventional analogue systems. It was developed jointly by Philips of the Netherlands and Sony Corporation, although Philips claims to have done the greater share of the work before the two companies got together in the spring of 1978.

According to Sony, Philips and Sony worked in parallel from the mid-1970s onwards on the adaptation to sound reproduction of digital encoding techniques used in other areas of advanced electronics and on the use of laser optics for picking up signals from a revolving disc. Sony had advanced far enough with its researches by February 1978 to propose the formation of a committee of Japanese electronics companies to study the introduction of a new digital recording standard.

A month later, in March 1978, Philips announced a digital recording concept using a small 4.5 in diameter disc which immediately caught the imagination of the Japanese manufacturers. The result of the Philips announcement was that Sony and Philips began working together from the summer of 1978 on the details of a new system with individual aspects being undertaken by one or the

other company. (Sony, for example, took charge of the development of an error-correcting mechanism which was reinforced from the original Philips concept.)

By June 1980 the system was complete in substance and in October 1981 the first prototype of a digital audio player was shown at an audio fair in Tokyo.

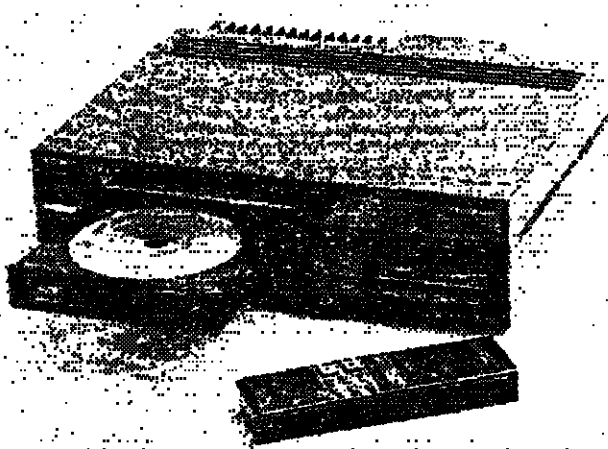
While working out details of their CD system Sony and Philips also started to "sell" the CD standard to other audio makers—a task which was complicated by the existence of two other alternative formats for digital sound reproduction, one of which was sponsored by the powerful Matsushita group. Support for the Sony-Philips CD system and for the AHD system proposed by Matsushita's affiliate, Victor Company of Japan (JVC), was fairly evenly divided in the earlier stages of development with the CD system winning 17 "votes" in the spring of 1981 while another 13 audio companies supported AHD.

By the autumn of 1981, however, Philips and Sony had managed to line up roughly 30 supporters for CD, representing almost the entire Japanese audio equipment industry. The first CD sets appeared on Japan's domestic market in autumn 1982.

Advantages

Sony says that, despite the CD system's obvious advantages over conventional vinyl records (including superior reproduction, longer playing time and the virtual indestructibility of the CD disc itself) it has not caught on in Japan and the outside world at quite the speed anticipated a year or so ago. Production and sales of CD players in the current fiscal year (April 1983 to March 1984) was originally expected to reach 500,000 units but now seem likely to fall about ten per cent short of this target, largely because of a slow start in the U.S.

American record manufacturers, who control roughly 50 per cent of the world market



Sony's compact disc is only a few inches across (left) and the player itself is compact. Much of the original development work was done by Philips and the two companies managed to persuade nearly all Japan's audio manufacturers to support the new system. Sony believes that compact disc could replace vinyl records as the standard system by the end of the decade.

for records, initially reacted hesitantly to the technological challenge of producing CD discs (a process more closely resembling the manufacture of integrated circuits than that of stamping or cutting conventional records). However, most of the big U.S. companies now seem to have decided to take the plunge, and Sony expects sales and production of records and discs to grow very fast indeed in 1984-1985.

CD could overtake vinyl records to become the standard form of audio disc in advanced countries by about 1989, Sony believes. By the early 1990s hi-fi enthusiasts would be saying goodbye to vinyl discs and to analogue recording systems together.

Sony's CD players were launched in the Japanese market at between ¥168,000 (\$171) and ¥268,000 (\$1,145) depending on the model, with the discs (initially marketed only by CBS Sony) selling at ¥3,300 for at least 40 minutes' playing time. Disc prices are expected to remain unchanged, at least for the time being. But Sony says that the cheapest CD player in Japan is now available at a shade under ¥100,000 while the price of players in the U.S. has come down from \$900 to about \$700. Economies of

scale are expected to cut the costs of the key integrated circuits used in the compact disc player once sales start rising fast, but the scale economies may not necessarily be equally available to all makers involved.

The success of the CD system is yet another tribute to the flair of Japanese companies for turning good ideas into saleable products in the shortest possible time. However, the fact that much of the original development work on the CD system was done by Philips puts an ironic slant on the story. Philips' Japan Manager, Mr R. Appeldoorn, is convinced the company was right in deciding in the late 1970s to throw its lot with Sony in the development of a new digital recording system rather than to go it alone in trying to establish a system developed in Europe as a world standard.

This does not mean that Philips expects to have an easy time from now on in competing with the Japanese CD manufacturers. The Compact Disc—like video tape recorders before it—could well become the centre of a battle royal between Japan and "indigenous" European manufacturers for control of the European market.

Aim to be world supplier

Satellites
JOHN BURTON

COMPETITION IS greatly increasing with Japan's nascent satellite industry, a period that has been characterised by heavy dependence on the U.S. for technological assistance.

The National Space Development Agency (NASDA) believes now that the country has gained sufficient technical prowess for the first satellite to be completely developed and produced in Japan can be launched within the next ten years.

In a classic case of the Japanese Government taking the leading role in developing a new industry, the Ministry of International Trade and Industry and NASDA apportioned satellite work in the early 1970s among three major electronics companies. Each was expected to acquire specification in a particular field by working together with American aerospace companies.

Work on communications satellites went to Mitsubishi Electric, which selected as its partner Ford Aerospace and Communications, prime contractor for the Intelsat series. Broadcast satellites were allotted to Toshiba, which co-operates with General Electric, while meteorological satellites became the province of NEC Corporation, which linked with Hughes Aircraft.

MITI and NASDA now judge that the industry has developed enough to allow the system to be modified. The Government has asked all three companies to jointly develop the fifth experimental technology satellite (ETS-5) and the nation's first Earth resources satellite (ERS-1), similar to NASA's Landsat series.

Two basic advantages are being claimed for joint development. The first is that Japan's bid to achieve self-sufficiency in space technology would be hastened by the companies pooling their resources and expertise. The other is that it would put the companies on

roughly the same competitive footing, allowing Japan, and eventually foreign buyers, to choose from among several possible contractors.

For example, by working together on ETS-5, the satellite companies would all become acquainted with technology that would likely be used on a variety of future Japanese satellites.

The policy change occurred amid growing dissatisfaction within the industry, especially on the part of NEC, about compartmentalising development. NEC decided earlier this year to challenge the system by competing against Mitsubishi Electric for the contract to build Japan's third-generation communications satellite, CS-3.

The prime motivation for NEC's move was the fear that it would lag behind its two competitors if it stuck to manufacturing weather satellites, which are not as profitable as satellites supporting the booming telecommunications sector.

However, NEC's attempt to break out of its allotted role proved futile. As expected, NASDA awarded the contract to Mitsubishi Electric, based on its past experiences. Another disadvantage plaguing NEC was that its role as a newcomer meant that it would have to rely more on American assistance in building CS-3 than Mitsubishi.

Goal

That runs counter to NASDA's stated goal of funding satellites that have as much Japanese content as possible. While NEC was claiming that two-thirds of its CS-3 would be domestically produced, Mitsubishi was saying its version would have 80 per cent local content. As a concession, NEC was given a subcontracting role on CS-3 by supplying the transponders.

Although rebuffed on one front, NEC is now taking aim at breaking Toshiba's monopoly by challenging it for the contract to build Japan's third-generation broadcast satellite, BS-3. For this try, NEC plans to switch from Hughes, which backed it on CS-3, to RCA Corporation. But NEC is expected to encounter some of the same problems that hampered its CS-3 bid.

While Mitsubishi Electric, Toshiba and NEC are jockeying for positions within their protected preserve, one question being asked is how soon other companies will be allowed into

the oligarchical structure dominating the satellite industry.

Hikachi, for example, has made it known that it wants to join the club and it is already planning to take its first step into the field by constructing a satellite test chamber. It is hoping that this will be followed by participation in the ERS-1 project and the more ambitious sixth experimental technology satellite (ETS-6) programme.

If things turn out as expected by NASDA, ETS-6 will be a major milestone in the Japanese space programme. ETS-6 is the prototype for a satellite that will be launched in the late 1990s to link together Nippon Telegraph and Telephone's Information Network System (INS), a digital communications network that will span the country.

But ETS-6 would also constitute Japan's declaration of independence from the U.S. in the satellite field since it would be the first all-Japanese satellite, according to NASDA plans. And ETS-6 would thus mark Japan's formal entry into the international satellite market since Japan is now restricted by technical agreements with the U.S. from exporting satellites that contain American technology.

That obstacle would be eliminated once Japan completely develops and produces a satellite on its own.

The key question, though, is whether Japan will have the technical capability to achieve its goal according to schedule. The country's communications satellite programme provides a good yardstick by which to measure. The first two series, CS-1 and CS-2, were largely designed and built by Ford Aerospace under contract to Mitsubishi Electric, which provided some assistance.

For CS-3, details of which were announced last month, Mitsubishi's technical role has grown, although Ford is still providing some of the most vital components. While Mitsubishi will supply the satellite housing and antenna, Ford will provide the equipment to control the satellite's position in geostationary orbit, such as de-spin and apogee kick motors and orbital balance mechanisms.

By the end of the decade, Japan must duplicate this and other technology if it is to become an independent space power.

NASDA has already tested advanced technology to power and control satellites in space, including a three-axis attitude

control system, solar cell panels and a mercury ion engine. Mitsubishi Electric is working on a gallium-arsenide solar battery for possible use on CS-3. And Japan is first to use operationally on CS-2, communications equipment broadcasting over the high-frequency quasi-millimeter wave band, which will make it possible to squeeze communications satellites closer together in geostationary orbit without courting interference.

Dependence

The industry has been carrying out this activity without worrying about American competition in the domestic market. Aware that Japan is loosening its dependence on the U.S. and that time is running short, Washington has been pressuring Japanese government agencies, such as NTT, to buy satellites completely built in the U.S.

Despite threats by Washington that it may hold up renewal of an agreement pledging the U.S. Government to buy Japanese telecommunications equipment, Japan has refused to budge. The only concession Tokyo has been willing to make is to allow Japanese private companies to purchase U.S.-made satellites once they are permitted to enter the domestic telecommunications market, now a government preserve dominated by NTT.

This promise is considered largely rhetorical since there are no plans at present by any company to operate satellites. Japanese government agencies are expected to be the biggest users of telecommunications satellites through the rest of the decade and into the 1990s and it is almost certain that they will rely on satellites ordered from domestic manufacturers as part of a "buy Japanese" policy.

Nevertheless, Japan is anxious to continue to mine technical information from the U.S. and for this reason is eager to participate in the space station project being proposed by NASA.

NASA has asked both Japanese and West European aerospace companies to become involved in the project to help spread the costs and NASDA recently awarded contracts to eight Japanese companies to conduct feasibility studies on several aspects of the space station.

Without the efforts of people like Toshiba, it is estimated that earth's known energy will

The experts may quibble on the exact date. But there's one thing all of them agree upon.

The absolute need to find alternative energy sources. And to conserve existing reserves.

At Toshiba we share this view. In fact we feel so strongly about

the subject we've made it the cornerstone of just about everything we do.

The four giant generators we supplied for a new hydro-electric plant on Ghana's Volta river are a good example.

The Volta river had no natural

waterfall at this point, nor the possibility of an artificial one.

Therefore our engineers (helped by the Boving Company who supplied the turbines) developed an ingenious scheme that used the river's natural flow.

As a result there is plenty of

electricity for local needs.

Enough left over for sale to neighbouring countries.

And the reassuring thought that while Toshiba continue to search for even better ways of using energy, your hopes for the future needn't fade.

In Touch with Tomorrow

TOSHIBA

Toshiba International Co. Ltd., Audrey House, Ely Place, London EC1. Telephone: 01-242 7295. Telex: 265062.